CUSTOMER RELATIONSHIP MANAGEMENT IN HOSPITALITY SECTOR WITH SPECIAL REFERENCE TO FIVE STAR HOTELS IN INDIA



THESIS

Submitted for the award of the Degree of DOCTOR OF PHILOSOPHY

IN

MANAGEMENT

Under the Supervision

of

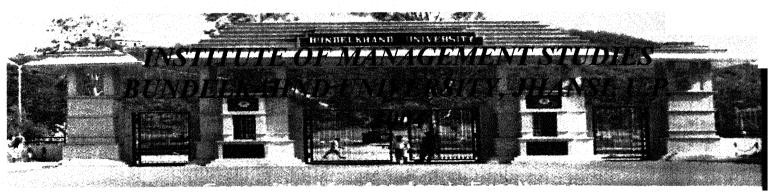
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P_{REFACE}

The environmental dynamics has accelerated and therefore the marketing strategies are also constantly changing to cope with changes in market trends & competition. Now every intelligent marketer is much more conscious about the retention of existing customers in comparison to making new ones. These marketers are aware of the numerous studies, which indicate that retaining customers is less costly, more profitable and gives more competitive advantage than acquiring new customers. For retaining customers it is indispensable to have excellent relations with them. Although good relations are vital with every element influencing business like employees, suppliers, government, local administration, competitors etc. but good relations with existing customers has become a guiding philosophy of the successful marketers. They have now fully acknowledged the customer as their king and are therefore making unparalleled efforts to delight him and develop extremely good & lasting relations. It is very clear to every discerning marketer that for their growth and prosperity the blessings of the king are indispensable. As a matter of fact, Customer Relationship Management (CRM) has become the core of every successful business enterprise.

The term hospitality, according the Oxford English Dictionary, means "the reception and entertainment of guest, visitors or strangers with liberality and good will." The word hospitality is derived form hospice, a medieval "house of rest" for travelers and pilgrims.

Hospitality, mainly includes hotels and restaurants that offer shelter or food or both to people away from their homes. The hospitality is among the oldest of the humane professions, and they involve making a guest, customer, or resident welcome and comfortable.

Hospitality, in its most general sense implies businesses whose principle mission is to cater to guests. It is not only related to provide food and shelter, but it is the delivery of services in such a way that pleases the customers/guests.

In Indian context, hospitality is in the tradition of India since an era unknown. In the Vedas, it is written that, "Atithi Devo Bhava", which means that Guest is like God. So, hospitality is in the air of India and it is in the blood of people.

The hospitality industry has changed dynamically and drastically since its inception and still changing at a high pace and will continue to change in future. Therefore, the techniques and measures used by the industry are also changing as per the circumstances

and time. Over the past two decades, the hospitality industry has evolved to accommodate explosive growth, radically changing consumer demand, and a substantially different technological, socio-cultural and economic environment. The biggest challenge of hospitality industry is to cater the demands of customers according to their perceptions; it means that it is the duty of hotels to implement the desired perceptions of customers when they are visiting the hotels. The products sold in hospitality are strikingly similar. One hotel room is very much like another. It is only service which offers the most important opportunity to differentiate one product from another because service is all those actions and reactions which customers perceive they have purchased.

Now, the hospitality industry is in high need to shift its primary focus from the physical assets (the hotels own and its managers) to the industry's virtual assets (its customers). If this shift in focus from assets to customers does in fact take place, it will clearly drive great change in the hospitality industry. For the successful marketing of hotels in present as well as future environment, this shift has to take place.

The practice of Customer Relationship Management (CRM) is a sustainable competitive advantage for hotels because it is only CRM which bridges the gap between customers and employees and provides a platform through which good relations with the customers can be made, which result into increased satisfaction among customers and as a consequence helps

hotels in earning their loyalty. The nature of services says, Customer is King because it is completely based on Customers and their relations with the hotel/business.

This research work entitled, "Customer Relationship Management in Hospitality Sector with special reference to five star hotels in India", is a modest effort to provide some suggestions to the five star hotels of India, which are doing really good but not at their best as there is always scope for improvement. The research is an attempt to explore the different Customer Relationship Management (CRM) practices adopted by five star hotels, studying the effect of CRM practices on resulting service quality as perceived by the customers of the hotels under study, determining the word-of-mouth advertising I referrals gain by Hotels as an outcome of CRM, finding the impact of CRM practices on the retention, satisfaction, grievances, perception of brand image I loyalty of existing customers and studying the use of IT for CRM by the hotels.

The research work begins with the conceptual explanations of phenomenon of Marketing, Customer Relationship Management and Marketing of Services. After that, an overview on Hospitality Industry in India has been presented. Then, the research methodology has been described. Thereafter, a brief description of five star hotels under study has been presented. This is followed by analysis and findings of the research. In the end, suggestions

and conclusion are presented. The questionnaires used for this research have been produced in the appendix sections along with the bibliography.

This is researcher's earnest hope that this work would be helpful to the five star hotels of India for increasing their customers' satisfaction and ensuring customer loyalty by practicing the suggested CRM practices and techniques. The work is presented here in the following pages.

December, 2004.

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ACKNOWLEDGEMENT

This research work entitled, "Customer Relationship Management in Hospitality Sector, with special reference to Five Star Hotels in India" is now being submitted in its present final form under the guidance of Prof. R. K. Saxena. The credit of successful completion of my research goes to many people, who helped me at various stages. It is indeed a pleasant experience to express my indebtedness to all those individuals who either directly or indirectly helped me in some or the other way, in completing my research work.

First of all, I bow low in deep reverence and offer my humble obeisance to the highest of the high, noblest of the noble and who is above all, supreme merciful Lord for bestowing upon me benign blessing to take up this ambitious work and complete it successfully.

It is with immense pleasure, I take this opportunity to express my sincere gratitude to research guide Prof. R. K. Saxena, Head of Department, Institute of Management Studies, Budelkhand University, Jhansi, for providing me his expert guidance and suggestions. Whenever, I required his help, he solved my problems by guiding through his learned discussions and suggestions.

I would like to take this opportunity as an immense pleasure to express my deep sense of gratitude and sincere regards to my most revered and erudite teacher, Dr. Pankaj Atri, Reader, Institute of Management Studies, Bundelkhand University, Jhansi, for providing me constant encouragement, motivation, unfailing invaluable expert guidance and suggestions and high degree of cooperation during the course of this work. He gave me powerful foundation, which helped me to improve my work. He helped me and solved my problems and took personal interest in guiding me from one to another successive stage. He always stimulates and motivates me through his suggestions, constructive criticism and other technical instructions. He is who, without whom, I will never be able to complete this research work with such in depth intelligence and efficiency. The credit of the success of my research goes to him. It has been indeed an enriching research experience to work with him.

I take this opportunity as a pride honor to express my indebtedness and sincere regards to Prof. Ramesh Chandra, Hon'ble Vice Chancellor, Bundelkhand University, Jhansi, who constantly motivated me through constructive criticism and affection to complete this research. Without his motivation and encouragement it would not have been possible for me to complete this research.

I am also grateful to my Head, Prof. O. P. Kandari, Head of Department, Institute of Tourism and Hotel Management, Budelkhand University, Ihansi, for his kind help and unquestioning support during the course of my research work. Without his cooperation, completion of my research would have not been possible.

I owe my sincere thanks to all my colleagues who helped me at different stages of my work. I acknowledge their immense support during the period of this work. I am also thankful to Dr. Devesh Nigam, Senior Lecturer, Institute of Tourism and Hotel Management, Budelkhand University, Jhansi, who helped me in gathering the information regarding the diverse facilities and services offered by five star hotels.

I am also thankful to my friends, Vikas Dahiya and Niket Rajan for being with me throughout the course of my research work, extending me a helping hand whenever required.

This list would not be complete without mentioning the name of my Grand Parents and Parents. I am highly indebted to my Grand Parents, Shri. Sunder Lal and Smt. Rameshwari Devi and Parents, Shri. Kailash Chandra and Late. Smt. Omwati, for their affection, good wishes and blessings conferred upon me. Parents are the initial teachers of every child, whatever a person is, that is an outcome or reflection of all those values,

behaviours and attitudes put-in by Parents. If today, I have reached this present stage that is just possible because of the high moral values and quality teachings provided by my Parents at different stages of my life. My mother, Late. Smt. Omwati is a perennial source of inspiration for me whose blessings are always with me, which always helped me to come out with a solution to even too complex or critical problems and enabled me to perform actively, effectively and efficiently. I can not forget to express my thanks to my younger sister Shipra and brother Prashant, whose love and support always provide me encouragement and zeal which enhanced my performance.

I shall be failing in my duty, if I do not express my profound regards to all my family members for their affection, blessings, continuous encouragement and highly required support without which I wouldn't have reached where I am today.

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DECLARATION

I, Ashish Chandra a research scholar & Lecturer in the Institute of Tourism & Hotel Management, Bundelkhand University, Jhansi, declare that this research entitled, "Customer Relationship Management in Hospitality Sector with special reference to Five Star Hotels in India", is my own original work and it has not been submitted previously.

December, 2004

(ASHISH CHANDRA)



Prof. R. K. Saxena Dean & Director Institute of Management Studies Bundelkhand University, Jhansi, U.P.

<u>CERTIFICATE</u>

This is to certify that Mr. Ashish Chandra has completed his Dissertation entitled, "Customer Relationship Management in Hospitality Sector with special reference to Five Star Hotels in India", under my supervision and guidance, in the Institute of Management Studies, Bundelkhand University, Jhansi.

To the best of my knowledge and belief, it is an original piece of research work based on the data and facts collected by the researcher, on his own. The Thesis is worthy of consideration for the award of the Degree of Doctor of Philosphy in Management.

December, 2004

Prof. R. K. Saxena

Institute of Management Studies,

2004

Bundelkhand University,

JHANSI

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CHAPTER-1

MARKETING

AND

CUSTOMER RELATIONSHIP MANAGEMENT

THE MARKETING CONCEPT

Marketing is an ancient art.

Marketing has been practiced in one form or the other since the days of *Adam* and *Eve*. Its emergence as a *management discipline*, however, is of relatively recent origin and within this relatively short period, it has gained a great deal of importance and stature. In fact, today most management thinkers and practitioners the world over, regard marketing as the most important of all management functions in any business.

THE EVOLUTION OF MARKETING

The Barter System

The pre-industrial revolution world was characterised by an agricultural-cum-handicraft economy. The agriculturist, whether he produced corn or cotton, meat or butter, disposed of the surplus in his immediate neighbourhood. These products were required in the neighbourhood by those who were not engaged in the same activity. The agriculturist bartered the com, cotton, meat and butter produced by him for the leather, hand tools, utensils and furniture produced by the craftsman. There was no elaborate distribution system as the needs and habits of the people and the prevailing technology did not demand such a system. This represented the stage of barter in the evolution of marketing.

The Stage of Money Economy

The next stage in the evolution of marketing was that of money economy. No fundamental or farreaching change took place in this stage in the production & distribution of goods. The change was limited to the replacement of the barter system by the money system, pricing becoming the mechanism of the exchange process.

The Stage of Industrial Revolution

Industrial Revolution was the next stage.

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Far-reaching changes took place in this stage. The industrial revolution bore the germ of a new business system. It introduced new products, new systems of manufacture, new modes of transportation, new methods of communication and brought about sweeping changes in the physical and economic environment of man. Mass production became the order of the day. A variety of low priced goods became available in great abundance. The industrial revolution also generated the income revolution, giving a great deal of disposable income to a large mass of people. And it was this income revolution that sustained the mass production and mass distribution unleashed by the industrial revolution.

The Stage of Competition

The mass production and mass distribution brought by the industrial revolution soon led to the stage of competition. The ever increasing number and size of the producing firms generated the phenomenon of competition. Earlier, the main task of the industrial firms was disposal or distribution of their products. Now, facing competition became the main issue. The situation

demanded conscious efforts on the part of the firms to ensure that their products were preferred to those of their competitors.

The Emergence of Marketing

After the Second World War, especially in the fifties and sixties, the size and character of markets in many countries of the world changed enormously. There was a substantial increase in population; the disposable income of the average family registered an increase; new industrial concerns sprang up rapidly; a great variety of new products and services strengthened the rapidly developing consumer market; and selling of products and services became unusually difficult because of the high intensity of competition. Abundant choices were made available to the consumer and the consumer began to occupy a place of unique importance. The industrial firms realized that it was not enough if they somehow made an one-time sale of their products, they had to ensure that the consumer who purchased their products once, came back to them again and again, whenever he needed the product. They also had to ensure that the product was made available at a place convenient to the consumer. In addition, they had to make available their products at a price that was advantageous to the consumer. They also had to ensure that any complaint from the consumer about the product was attended too promptly; if the product needed replacing, it had to be replaced; if it required after-sales servicing, it had to be provided. And that, meant the emergence of marketing.

Defining Marketing

Marketing is a combination of that art & science through which business organizations, entrepreneurs, service providers, etc., deliver their products & services to the ultimate consumers.

Numerous definitions have been offered for marketing, one can distinguish between a *social* and a *managerial* definition. A social definition shows the *role marketing plays in society*. One marketer said that marketing's role is to "deliver a higher standard of living." A social definition that serves the purpose follows:

Marketing is a societal process by which individuals and groups can obtain what they need and want through creating, offering, and freely exchanging products and services of value with others.

For a managerial definition, marketing has often been described as "the art of selling products." But people are surprised when they hear that the most important part of marketing is not selling! Selling is only the tip of the marketing iceberg.

Peter Drucker, a leading management theorist, puts it this way:

There will always, one can assume, be need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself: Ideally, marketing should result in a customer who is ready to buy. All that should be needed then is to make the product or service available.

The American Marketing Association offers the following definition:

1

Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, services to create exchanges that satisfy individual and organizational goals.

Marketing is typically seen as the task of creating, promoting, and delivering, goods and services to consumers and businesses. In fact, marketing people are involved in marketing 10 types of entities. They are as follows.

1. Goods

Physical goods constitute the bulk of most countries production and marketing effort. The Indian economy alone produces and markets each year billions of eggs, billions of chickens, millions of hair dryers, million tons of steel, and billions tons of cotton. In developing nations, goodsparticularly food, commodities, clothing, and housing-are the mainstay of the economy.

2. Services

As economies advance, a growing proportion of their activities are focused on the production of services. The U.S. economy today consists of a 70-30 services-to-goods mix whereas it is vice-versa, i.e., 70-30 goods-to-services mix. Services include the work of hotels airlines, railways and roadways, car rental firms, barbers and beauticians, baby-sitters, maintenance and repair people, as well as professionals working within or for companies, such as accountants, lawyers, engineers, doctors, software programmers, and management consultants. Many *market offerings* consist of a variable mix of goods and services. At *the* pure service end would be a doctor listening to a patient or a dancer performing Bharat Natyam; at another level would be the telephone call that is supported by a huge investment in plant and equipment; and at a more tangible level would be a fast-food establishment where the customer consumes both a good and a service.

3. Experiences

By orchestrating several services and goods, one can create, stage and market experiences. Walt Disney World's Magic Kingdom is an experience, one of visiting a fairy kingdom, a pirate ship, or a haunted house. There are different markets for diverse experiences, such as spending a week at a resort or a day at Water Kingdom or Essel World.

4. Events

Marketers promote time-based events, such as the one-day cricket matches, the Olympics, company anniversaries, major trade shows, sports events, and artistic performances. There is a whole profession of meetings planners who work out the details of an event and stage it to come off perfectly.

5. Persons

Celebrity marketing has become a major business. Years ago, someone seeking fame would hire a press agent to plant stories in newspapers and magazines. Today every major film star has an agent, a personal manager, and ties to a public relations agency. Artists, musicians, COOs, and financiers, and business tycoons are drawing help from celebrity marketers.

6. Places

Places-cities, states, regions, and whole nations-compete actively to attract tourists, factories, company headquarters, and new residents. India and South Asian countries make efforts to attract tourists & industrialists from all parts of the world. Place marketers include economy specialists,

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real estate agents, commercial banks, local business associations, and advertising and public relations agencies.

7. Properties

Properties are intangible rights of ownership of either real property (real estate) or financial property (stocks and bonds). Properties are bought and sold, and this occasions a marketing effort. Real estate agents work for property owners or seekers to sell or buy residential or commercial real estate. Investment companies and banks are involved in marketing securities to both institutional and individual investors.

8. Organizations

Organizations actively work to build a strong, favorable image in the mind of their publics. Corporate Identity ads by companies seeking more public recognition are frequently visible in the media. Philips, the Dutch electronics company puts out ads with the tag line "Let's Make Things Better" and Aptech's slogan is "We Change Lives." Other companies owe their visibility to a dramatic leader, such as Pepsi's Amitabh Bachchan and Hyundai's Sharukh Khan. Universities, museums, and performing arts organizations all lay plans to boost their public image to compete more successfully for audiences and funds.

9. Information

Information can be produced and marketed as a product. This is essentially what schools and universities produce and distribute at a price to parents, students, and communities. Encyclopedias and most nonfiction books market information. Magazines such as *Auto India* and *Computer @*

Home supply considerable information about the car and computer worlds, respectively. CD's and Internet is visited for information. The production, packaging, and distribution of information is one of society's major industries.

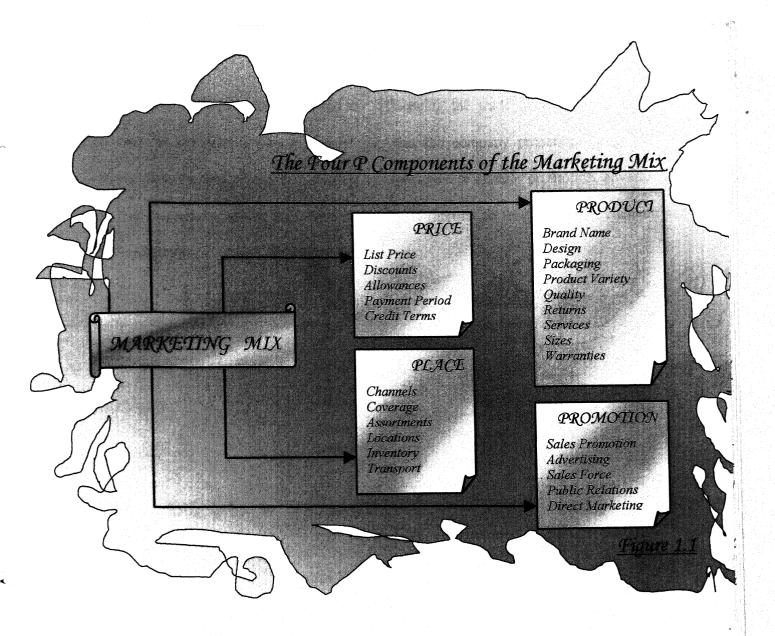
10. Ideas

Every market offering includes a basic idea at its core. Charley Revson of Revlon observed: "In the factory, we make cosmetics; in the store we sell hope." The buyer of a drill is really buying a hole. Products and services are platforms for delivering some idea or benefit. Marketers search hard for the core need they are trying to satisfy. A temple, for example, must decide whether to market itself as a place of worship or a community center; the design of the temple will be different depending on the choice.

MARKETING MIX

Marketers use numerous tools to elicit desired responses from their target markets. These tools constitute a marketing mix. McCarthy classified these tools into four broad groups that he called the four Ps of marketing, i.e., product, price, place, and promotion.

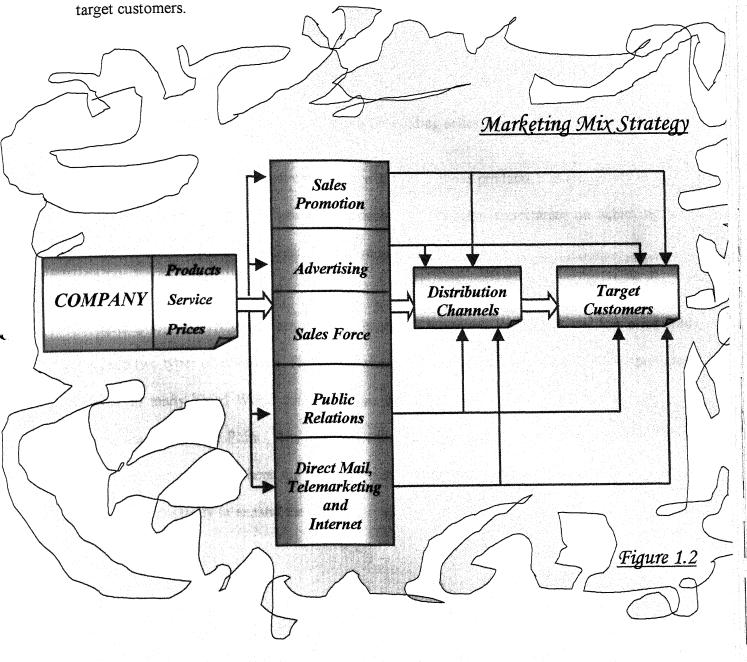
Marketing mix is the set of marketing tools i.e., product, price, place and promotion which the firm/business/enterprise/company, uses to pursue its marketing objectives in the target market. The particular marketing variables under each P have been shown in Figure 1.1.



It is considerable that the four Ps represent the sellers' view of the marketing tools available for influencing buyer's point of view, each marketing tool is designed to deliver a customer benefit. Robert Lauterborn suggested that the sellers' four Ps correspond to the customers' four Cs.

Four Ps	Four Cs
Product -	Customer Solution
Price -	Customer Cost
Place -	Convenience
Promotion -	Communication

Marketing-mix decisions must be made for influencing the trade channels as well as the final consumers. It has been shown in Figure 1.2, that the company preparing an offering mix of products, services, and prices, and utilizing a promotion mix of sales promotion, advertising, sales force, public relations, direct mail, telemarketing and Internet to reach the trade channels and the



SELLER'S ORIENTATION TOWARD THE MARKET PLACE

There are five competing concepts under which organizations conduct their marketing activity.

1. The Production Concept

Production Concept is one of the oldest concepts guiding seller.

The production concept holds that consumers will favour those products that are widely available and low in cost. Managers of production-oriented organisation concentrate on achieving high production efficiency and wide distribution coverage.

The assumption that consumers are primarily interested in product availability and low price holds in at least two types of situations. The first is where the demand for a product exceeds supply, as is the case in many Third World countries. Here consumers are more interested in obtaining the product than in its fine Points. The suppliers concentrate on finding ways to increase production. The second situation is where the product's cost is high and has to be brought down through increased productivity to expand the market.

2. The Product Concept

Product Concept holds that consumers will always favour those products that offer the most quality or performance.

Managers in these *product-oriented* organizations focus their energy on making good products and improving them over time.

These managers, guided by the *product concept*, assume that buyers admire well-made products and can appraise *product quality* and *performance*. These managers are caught up in a love affair with their product and fail to appreciate that the market may be less "turned on" and may even be moving in a different direction.

One of the most common manifestations of the product concept occurs with new products that a company invents, Management becomes enamored of the product and often losses perspective, It falls into the "better-mousetrap" fallacy, believing that a better mousetrap will cause people to beat a path to its door.

The product concept leads to "marketing myopia", an undue concentration on the product rather than the need.

3. The Selling Concept

Selling Concept (sales concept) is another common approach many firms take to the market.

The selling concept holds that consumer, if left alone, will ordinarily not buy enough of the organisation's product. The organization must therefore undertake an aggressive selling and promotion effort.

The concept assumes that consumers typically show buying inertia or resistance and have to be coaxed into buying more and that the company has available a whole battery of effective selling and promotion tools to stimulate more buying.

The selling concept is practiced most aggressively with "unsought goods", those goods that buyers normally do not think of buying, such as insurance, encyclopedias, and funeral plots.

4. The Marketing Concept

Marketing Concept is a business philosophy that arose to challenge the previous concepts.

The marketing concept holds that the key to achieving organizational goals consists in determining the *needs* and *wants* of target markets and delivering the desired satisfactions more effectively and efficiently than competitors.

The marketing concept has been expressed in many colourful ways like,

- "Find wants and fill them."
- 🔖 "Make what will sell instead of trying to sell what 🛮 you can make."
- \$\times "Love the customer and not the product."

The marketing concept is a market-focused, customer-oriented, coordinated marketing effort aimed at generating customer satisfaction as the key to satisfying organizational goals.

Each pillar of the marketing concept contributes to more effective marketing. This may be evident from the following:

Market Focus: No company can operate in every market and satisfy every need. Nor can it even do a good job within one broad market. Companies do best when they define their target markets carefully. They do best when they prepare a tailored marketing program for each target market.

Customer-Oriented thinking requires the company to define customer needs from the customer point of view, not from its own point of view. Every product involves trade off, and management cannot know what these are without talking to and researching customers.

It is supremely important to satisfy the customer because a company's sales each period come from two groups new customers and repeat customers. It always costs more to attract new customers than to retain current customers. Therefore customer retention is more critical than customer attraction. The key to customer retention is customer satisfaction. A satisfied customer will:

- 1. Buys again.
- 2. Talks favourably to others about the company.
- 3. Pays less attention to competing brands and advertising.
- 4. Buys other products from the same company.

Coordinated marketing means two things. First, the various marketing functions – sales force, advertising, product management, marketing research, and so on – must be coordinated among themselves.

Second, marketing must be well coordinated with the other company departments. Marketing does not work when it is merely a department; it only works when all employees appreciate the effect they have on customer satisfaction.

Profitability The purpose of the marketing concept is to help organizations achieve their goals. In the case of private firms, the major goal is profit in the case of non-profit and public organizations, it is surviving and attracting enough funds to perform their work, Now the key is not to aim for profits as such but to achieve them as a by product of doing the job well.

5. The Societal Marketing Concept

In recent years, some people have questioned whether the marketing concept is appropriate organizational philosophy in an age of environmental deterioration, resource shortages, explosive population growth, world hunger & poverty, and neglected social services. The question is whether companies that do an excellent job of sensing, serving, and satisfying individual consumer wants are necessarily acting in the best long-run interests of consumers and society. The marketing concept, side steps the potential conflicts between consumer wants, consumer interests, and long run societal welfare.

The societal marketing concept calls upon marketers to balance three considerations in setting their marketing policies namely, company profits, consumer want & satisfaction, and public interest. Originally, companies based their marketing decisions largely on immediate company profit calculations. Then they began to recognize the long run importance of satisfying consumer wants, and this introduced the marketing concept. Now they are beginning to factor in society's interests in their decision making. The societal marketing concept calls for balancing all three considerations, a number of companies have achieved notable sales and profit gains through adopting and practicing the societal marketing concept.

CUSTOMER

RELATIONSHIP

MANAGEMENT

The environmental dynamics has accelerated and therefore the marketing strategies are also constantly changing to cope with changes in market trends & competition. Now every intelligent marketer is much more conscious about the retention of existing customers in comparison to making new ones. These marketers are aware of the numerous studies, which indicate that retaining customers is less costly, more profitable and gives more competitive advantage than acquiring new customers. For retaining customers it is indispensable to have excellent relations with them. Although good relations are vital with every element influencing business like employees, suppliers, government, local administration, competitors etc. but good relations with existing customers has become a guiding philosophy of the successful marketers. They have now fully acknowledged the customer as their king and are therefore making unparalleled efforts to delight him and develop extremely good & lasting relations. It is very clear to every discerning marketer that for their growth and prosperity the blessings of the king are indispensable. As a matter of fact, Customer Relationship Management (CRM) has become the core of every successful business enterprise.

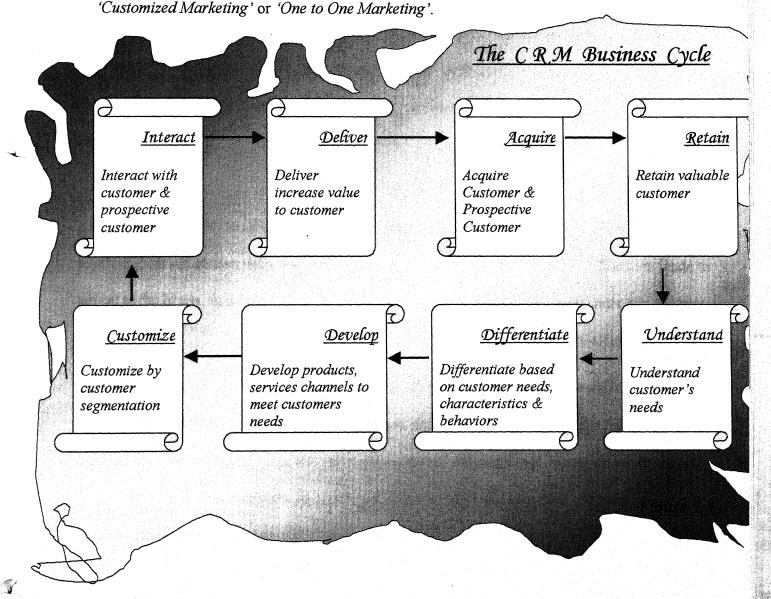
Gram Hoskins has, in a snapshot history of marketing, outlined the following clear development and progression over the last four decades.

1960's	name of the second	The era of mass marketing.	
1970's		The beginning of segmentation, direct mail and telemarketing.	
1980's		The practice of niche marketing.	
1990's		Relationship marketing. The explosion of telemarketing & call	
		centers, all setup to develop relationship with customers.	

In addition to this, he also used a number of key marketing concepts to show where CRM has developed from:

- 🔖 Satisfying needs, customer orientation.
- \$\to\$ The organization needs to be arranged, so that all functions contribute.
- Profit must be the consequence of delighting customers (Kotler, 1988).

CRM begins with the interactions of the marketers with customers and follows different stages as shown in the *Figure*. 1.3, CRM business cycle. Basically, this cycle ultimately results in



Presently organizations are moving through several stages of CRM and initiating organizational change for its adoption and implementation.

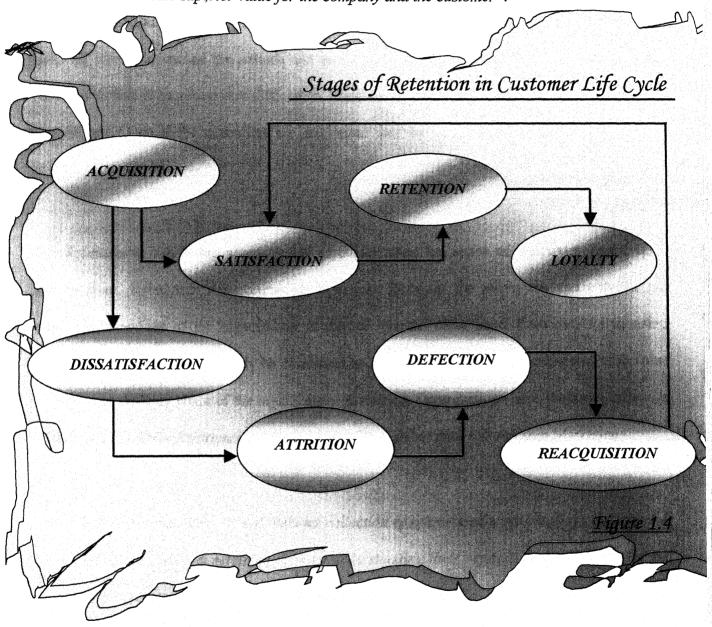
In future the astronomic development rates of technology shall lead to changes in customer expectation. This will require a balancing act between what the customers expects, what the technology enables and how far businesses are willing to go in allowing the customer to manage the relationship. It is in this context that relationship marketing has emerged as an indispensable strategy for marketers.

Christiopher et al (1990) considers relationship marketing as "a tool to turn current and new customers into regularly purchasing clients and then progressively move them through being strong supporters of the company and its products to finally being active and vocal advocates for the company."

James j. Lynch (1996) is of the view that the essence of relationship marketing is selling by using psychological rather than economic inducements to attract and retain customer. Efforts are made to appeal to the hearts, minds and purses of the mass consumers in a personal way under this strategy.

According to Ian H. Gordon (1998) Relationship Marketing is an ongoing process of identifying and creating new values with individual customers and then sharing the benefits from this, over a lifetime of association. It involves the understanding, focusing and management of ongoing collaboration between suppliers and selected customers for mutual value creation and sharing through interdependent and organizational alignment.

According to Sheth, Parvatiyar & Shainesh (2001) "Customer Relationship Management is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create supgrior value for the company and the customer".



Customer retention passes through different stages. It begins with customer acquisition when the firm interacts with the customer and delivers goods & services. This stage can result into either satisfaction or dissatisfaction of the customers. Satisfaction may lead to retention of the customer

& development of loyalty. On the other hand dissatisfaction may leads to attrition. Attrition is a stage in which the customer starts developing a negative attitude for the product or service, or toward the providers of product or service. If the marketer is not able to check this negative attitude at this stage the customer may enter the next stage, which is defection. Defection is a stage in which the customer begins patronizing the competitors. Therefore it is vital for marketers to make all efforts to change the attitude and retain the customers before they defect. If once the customer defect it becomes very difficult to reacquire them as they may develop loyalty to the competitors. Once if the customers are reacquired they have to be satisfied for retaining and developing loyalty.

The Relationship Marketing approach has gradually taken the shape of Customer Relationship Management. Relationship marketing has a narrow focus on the customers and only on the marketing functions of the organization concerned. On the other hand, Customer Relationship Management focuses more widely on customers and on the entire functions connected with value creation and delivery chain of the organization concerned. Organizations have preferred the usage of the term Customer Relationship Management (CRM) rather than Relationship Marketing.

According to the researcher "CRM includes collection of relevant information about customers & prospects for acquiring & retaining them by understanding their needs & wants individually and developing customized products and services, for delighting them."

The two major ingredients of the CRM strategy are customer knowledge and customer interaction.

It is on these two legs that CRM walks.

Customer Relations begins with acquisition of knowledge about customers details like need, age, habit, profession, hobbies, family, attitudes, values, opinions, beliefs, plans, income, behavior etc.

This knowledge is utilized by CRM to develop and design marketing strategies for initiating and cultivating long lasting mutually beneficial relationship with the customer. It is at this juncture that CRM integrated with *supply chain management (SCM)* and *enterprise resource planning (ERP)* can deliver value to the customers and promote the organizational interest.

Customer Interaction, the other leg of CRM has been strengthened by the developments in the fields of information and communication, technologies. Companies are interacting on a regular basis with their customers by personal meetings, video conferencing; call centers, e-mail, intranet etc. Interaction reduces the gap between the marketer and the customers and the two have a better understanding of each other. This knowledge and interaction with the customers is of great value to the marketer as he can use this to achieve his objectives of customer delight.

Of late business has become highly competitive and survival is impossible without innovative practices in all components of business viz. production, marketing, finance, human resource, material etc. In addition to this the global acceptance of Internet as a medium has forced organizations to change the way in which business is conducted. The emergence of this new medium has revolutionized the marketing scenario. Internet is being used excessively by enterprises for CRM. CRM improves marketing effectiveness and also plays a vital role in total quality management (TQM) of the enterprise as it brings about organizational changes. The CRM

concept has a philosophical as well as strategic importance for business enterprises and as any other area of marketing it is both an art as well as science.

CRM has benefits for both, the customer as well as the organization. A few of them are as listed bellow:-

Organization's benefits from CRM: -

Launching of new product is facilitated.

Increase in number of customers.

Increase in the size of business.

Customer's benefits from CRM: -

Improvement in service quality.

Personalized attention.

Feeling of delight.

Greater value for money.

Customer empowerment.

CRM has become cardinal for all business enterprises who have a desire to gain leeway. The floodtide in information and communication technology has facilitated implementation of CRM. The meteoric rise in the call center industry is an excellent evidence of the grave concern for CRM world over, as it provides many ultimate advantages and solutions of problems for both, organizations as well as customers.

In today's highly competitive business world, CRM is becoming the ultimate solution for both, customers as well as for organisations. Any organisation must have a clear idea as to why it loses it customers. This would help in forming *proactive* and *reactive* measures to minimize or avoid the same.

WHY ORGANISATIONS LOSE THEIR CUSTOMERS

It is needless to mention the need for retention of customers by an organisation for which designing an efficient customer retention plan is very essential. Obviously, for preparation of such plan knowledge on the reasons behind losing customers is required. The possible reasons are listed below:

1. Price Related Reasons

Customers try to match the price they pay for acquiring a brand and the value the brand could generate. If the customer perceives a mismatch between the price and the value, he would opt for a competitor's brand. Also, if the price of a brand for any reason goes beyond his reach, he would switch over to a low priced brand. Thus, the role of price in customer retention is very significant.

2. Product Related Reasons

In view of technological advancement, the new brand, which makes market entry, would be capable of offering better performance as compared to the already existing brand. This would induce the customers to make a brand switch over.

3. Services related reasons

The customer's concentration is not only on the brand, but also on the accompanying services offered at three different stages viz., presales, during sales and after sales. Any dissatisfaction as regards to services would cause the customer to move away from the brand.

4. Benefit related Reasons

The customers may be attracted by various augmented benefits offered by the competitors. Such benefits may be more appealing and will induce customers towards brand changes.

5. Competitor Related Reasons

Technological advancement, attractive offers, value added services, etc. offered by competitors would also draw the attention and induce customers towards brand switching.

6. Personal Reasons

On the personal front, a customer would become a brand defector due to the following reasons:

1. Moved away from the market area where the brand is sold.

- 2. Role changes in life cycle, consequently leading to changes in brand preference.
- 3. Anger, disgust, distress developed with in the process of product delivery.
- 4. Sentimental reasons.
- 5. Influence of other members of the family or friends.

The organisation must periodically analyse the reasons behind losing customers and accordingly develop a customer retention plan that would serve as the basic tool towards building a strong and long-standing relationship with customers.

STRATEGIES FOR BUILDING RELATIONSHIP

Strategies of an organisation towards developing and maintaining sustainable relationship with customers differ from one organisation to another depending on certain factors. These include nature of business, its size, its market share, nature of product type, volume of sales, geographic concentration, socio-economic status and life style of the customers concerned, competitors strength, and so on. There is a wide spectrum of strategies that are practiced by customer driven organizations with national and global perspectives.

1. People

People within the organisation have the basic role in developing and maintaining relationship with customers. The marketing department can coordinate integrated activity towards customer satisfaction. Obviously, people within the organisation form the basis for building customer relationship.

2. Process

Process involves a logical sequence of activities right from the need identification of periodical customers to need fulfillment. Need fulfillment requires manufacture of products with desired attributes. The process has to be derived from the customer's viewpoint, which paves way for total customer satisfaction. The performance of each link must be objectively analysed and corrected in tune with the internal and external customers' expectations.

3. Product

The product offered must constantly provide value addition. The expectations of the customers may always be on the increase due to various reasons. A customer satisfied with a given product may soon become a dissatisfied customer in view of the changes that take place in his expectations. Customer's expectations go much beyond physical tangible things. As an anonymous commentator puts in:

- 1. Do not offer me things.
- 2. Do not offer me clothes, offer me attractive look.
- 3. Do not offer me shoes, offer me comfort and the pleasure of walking feet.
- 4. Do not offer me book, offer me the benefit of knowledge.
- 5. Do not offer me things, offer me ideas, emotions, feelings and benefits.
- 6. Please do not offer me things.

4. Organisation

In order to build customer relationship, an organisation should be aware of the technology advancements and provide quality services in tune with the customer's expectations. It should

concentrate on total customer satisfaction and respond to the requirements of the customers faster than its competitors.

5. Setting Satisfactory Service Standard

A customer not only expects quality products but also quality services. Organisation is expected to render services in all three phases viz. presales, during sales and after sales.

6. Concentration on Competitors

An organisation must focus constant attention on the competitor's performance, their strategy and style of operations and compare same with its own performance. Customers always make this comparison and decide their future purchase pattern. Such analysis done by organisation would help in increasing its strengths and reducing its weaknesses.

7. Customer Analysis

Customers referred here include the present customers consuming the products of an organisation also the prospective customers who are presently consuming the products of competitors. These customers must be periodically analysed from several perspectives such as who constitute the customer inventory, level of customer retention, what makes them buy, what their level of satisfaction is, where they are placed in the loyalty ladder, what makes them disloyal, and so on. This analysis is to be performed not only on the existing customers but also on the former customers, so that corrective actions may be instigated to retain current customers.

8. Cost Analysis

An organisation must focus attention on the cost of the product or services. Always, there must be sincere attempts towards cost reduction without compromising on quality. The organisation must perform value analysis and try to reduce costs and retain the same good quality or improve quality of product or service. This would help to avoid switching over of the customer to other brands.

9. Concentration on the Paying Ability of Customers

Pricing decisions are to be governed not merely by cost related factors. Before fixing price, the paying ability of the potential customers must also be viewed. To some extent prices are to be adjusted in tune with the fluctuations in the paying ability of potential customers. In this process, an organisation may have to sacrifice small portions of the profit tentatively. But, considering long-term relationship and future opportunity of earning, such price adjustment is worth practicing. In this process, an organisation may have to sacrifice small portions of the profit tentatively. But, considering long-term relationship and future opportunity of earning, such price adjustment is worth practicing. If customers were lost due to price factor their non-availability of prices, then the organisation would have to invest heavily in trying to get them back but with no guarantee for the same.

10. Knowledge on Purchase Behaviour Pattern

Organisations should have a thorough knowledge of the purchase behaviour pattern of their customers. The influencing factors of the purchaser decision process and the ultimate outcome are to be analysed in-depth.

11. Differentiation in Prices And Quality Standards

An organisation may come forward to offer services or brands of different varieties with price variations. To meet a particular need, three or four brands of varied quality and at differing price level must be available so that, the customer depending on his financial position, may prefer at least one of the varieties available. This would prevent the customers from switching over to other brands.

12. Focus on Reducing Dissatisfaction

Irrespective of the standard of a product or services offered by an organisation, it is likely that the customers would reach a level of dissonance and seek for remedial actions. An organisation must be pro-active to such a situation. All dissatisfied customers will not come forward to show their displeasure. They may simply make a brand switch-over. This will badly reflect on the prospective customer's attitude. To avoid this, the causes for dissatisfaction are to be identified and have to be attended well. If a complaint is well attended, then the dissatisfied customer becomes more loyal to the organisation and thereby, the relationship would continue to exist.

13. Attention on Changing Requirements of Customers

The requirements of the customers are bound to change in tune with the changes in their lives, demographic and psycho-graphic profiles and the related aspects. Customers up to a given point of time would concentrate on life- maintenance needs and then to life-changing needs, which will be followed by life-enhancing needs. During these stages the customers' requirements also undergo changes. The organisation must see that there is a sense of matching between the customer

requirements and that of the organisation's requirements in terms of goals, demand, limitations, options, values and behaviour.

14. Concentration on Performance

Performance of each one in the chain of product/service offering is to be continuously monitored and

corrective actions are to be initiated. This must be on a continuous basis and there must be a separate

team of members well trained to evaluate the performance and initiate corrective actions.

15. Training to Supply Chain Employees

Organisations must come forward to offer state-of-the art training to all those who are connected in the supply chain. Every link in the supply chain is very important. Unsatisfactory performance by anyone will destroy the entire process of providing total satisfaction to the customers concerned. Training in the areas of customer care, customer approach, body language of service providers, customer communication, customer need assessment, customers' complaint management, etc. are to be provided A smart service provider can obviously enhance the level of customer satisfaction.

16. Empowerment to Service Providers

Organisations must evolve suitable methods of empowering employees in the service chain. Employees in the service chain must have the freedom to compensate the sufferings of dissatisfied customers in a suitable manner. Empowerment would reduce the time that would otherwise be lost on contacting and seeking approval for making good of complaints.

17. Incentivising Service Providers

Suitable incentivising schemes are to be evolved by the organisations and thereby the efforts of the service providers are to be adequately compensated on a continuous basis. This would act as a motivating force to take care of both satisfied and dissatisfied customers. The incentive schemes may be linked to the factors like number of complaints handled effectively, number of customers retained, number of new customers generated, number of competitors, customers reached and converted towards organisation's own brands, volume of sales made, and so on. This attempt will encourage the service providers towards forming relationship approach.

18. Augmenting Intangible Benefits

The intangible benefits associated with the tangible product plays a major role in creating satisfied customers. Those intangible benefits include the courtesy shown to the customer when he visits; the effective listening made by service providers; the counseling rendered; the point of purchase atmosphere, expertise services offered and so on. A customer, in the context of the tangible benefits offered being almost same for competing brands, would come forward to create a relationship in view of the everlasting intangible benefits extended.

19. Visit to the Point of Usage of the Product

As regards industrial products and other high involvement items are concerned, the supplier of those items should be familiar with type of usage. This knowledge can be acquired by making regular visits to the buyer's spot and personally involve in the usage pattern of the items supplied. This attempt would help in gaining on the spot learning experience regarding the product usage utility and related aspects. New ideas on improving quality and service standards of the products

are also likely to emerge in view of this kind of personal association. Above all, the customer's problems, their expectation, etc. can be understood. Based on this, the person involved and the organisation can meaningfully react. This would also help to enhance the relationship.

20. Develop Partnership with Customers

Partnership alliance would go a long way in building relationship with the customer. This type of a partnership understanding may be in the form of buy- back arrangements, training employees and extending managerial support to the customer organisations and so on. This sort of a partnership approach would create evidence for the care and interest on the customer's organisation.

21. Organizing Customer Clubs

Formation of customer clubs is another way to promote relationship. These clubs would focus a sense of mutual belonging, understanding, and sharing of common problems, and emotions. An ideal customer club can act as a bridge between organisations and the customers. Regular meetings can be organised on behalf of the clubs and in those meeting, representatives of the organisations can understand the attitude of customers and react accordingly. This approach would enhance the level of satisfaction and customers would obviously respond favourably towards relationship building.

22. Relationship Based Pricing Schemes

Introduction of relationship based differential pricing scheme would encourage customers towards relationship building. Under this method, the prices charged from customers would be depending on their extent of loyalty. A customer who makes very frequent repeated purchase would be

charged fewer prices as compared to the other category of buyers. Hotels, Air Travels, Hospitals, etc. have started practicing this method of pricing. This method would induce customers to go for continuously buying from or making use of the service from the same organisation and thereby the relationship would emerge and continue.

23. Identifying with Social Events and Concern for Societal Problems

An organisation must come forward to identify itself with all social events with which the organisations and the customers are concerned. It may be celebrating 'religious functions, national days, organising or sponsoring sports meets, and cultural meets, and so on in the customer locations. Similarly, with great concern the organisation must come forward to extend a helping hand wherever and whenever a crisis arises which disturbs the normal life of the customer. This type of approach would help to consider the organisation as part of the customer's life and would certainly lead towards relationship building.

24. Effective Customer Communication System

Organisations must have simple, open, efficient customer friendly communication. The customer must feel free to contact the organisation at any point of time and get any sort of their problem solved. Special training may be given to personnel working in the communication channel specially in being receptive, encouraging, positive, optimistic and customer friendly to customers. Each communication received should be recorded, classified and analysed as to their nature, and significance. The response from the organisation to the complaints received also should be recorded.

25. Customer Complaint Monitoring Cell

An organisation should focus attention on establishing a separate customer complaint-monitoring cell. The cell should receive, register, and classify complaints, forward them to the respective departments to initiate action, and follow-up until the complaint is attended, to the satisfaction of the customer concerned. Periodical meetings of members of customer complaint cell and officials of various functional areas are to be arranged, to discuss the volume and nature of complaints received. This would help to pro-act accordingly. Such attempts would enable better relationship with customers.

26. Developing Customer Satisfaction Index

An organisation must attempt to build *Customer Satisfaction Index* and measure the extent of satisfaction of the customers in terms of various attributes of brands and the related aspects. This attempt would help measuring satisfaction quantitatively and further steps towards improving this may also be effectively initiated.

27. Focus on Preventive Actions

Factors contributing negatively towards customer relationship are to be identified and measures are to be taken towards preventing possible undesirable happenings. More attention should be devoted for order processing, delivery scheduling and the related aspects. Such preventive actions would help damage control and enable best running of the business.

28. Concentration on Customer Satisfaction Research

An organisation must initiate research on customer satisfaction in terms of customers level of satisfaction, factors contributing towards satisfaction, extent of customer retention, influence of competitors brand on customer satisfaction, customer attitude towards brand, perception of brand image and so on. This research should be carried out on a continuous basis and strategies towards improving customer satisfaction must be based on the research findings. This would enable the organisation to find more appropriate approaches towards building customer relationship.

29. Focus on Focus Group

Focus group meetings should be organised frequently. The focus group must consist of representatives of various customer categories. Close and continuous interaction with focus group would provide deep insight in to the customers' perception, their problems, their expectations and so on. Organisation must consider these, while framing policies relevant to customer care.

30. Developing Total Care Programs

Every organisation that aims for building and maintaining a relationship may have to develop an excellent Total Customer Care program to suit to the specific requirements of its target customers.

CHAPTER-2

MARKETING

OF

SERVICES

SERVICES MARKETING

"SERVICES are deeds processes and performances" for example, Hospitality provided by hotels. transport by airlines, communication by Internet Service Providers, etc.

Services are produced not only by service businesses but are also integral to the offerings of many manufactured-goods producers. For example, car manufacturers offer warranties and repair services for their cars; computer manufacturers offer warranties, maintenance contracts, and training; industrial equipment producers offer delivery, inventory management, and maintenance services.

A broad definition of service is that, "Services include all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort, or health) that are essentially intangible concerns of its first purchaser." The following industries have been classified within the service sector:

Industries Classified within the Service Sector

- 1. Hotels & Hospitality Services
- 2. Transportation & public utilities
- 2. (a) Transportation

Railroad transportation

Local & interurban passenger transit

Trucking and warehousing

Water transportation

Air transportation

Pipelines, except natural gas

Transportation services

2. (b) Communication

Telephone & telegraph

Radio& television broadcasting

2. (c) Electric, Gas & Sanitary Services

- 3. Wholesale Trade
- 4. Retail Trade
- 5. Finance, insurance, & real estate

Depository institutions

Non-depository institutions

Security & commodity brokers, and services

Insurance agents, brokers, and services

Real Estate

Holding and other investment companies

6. Other Services

Personal Services

Business services

Auto repair, services, and parking

Miscellaneous repair services

Motion Pictures

Amusement and recreation services

Health services

Legal services

Educational services

Social services

Membership organizations

Miscellaneous services

Private household services

7. Central Government

8. State and local Government

Table 2.1

The tremendous growth of the service sector in the past two decades had led to emphasis on services marketing. The marketing of services is different from the marketing of products/goods, because of the differences in the nature of services and manufactured goods.

NATURE OF SERVICES

1. Intangibility

The most basic, and universally cited, difference between goods and services is *intangibility*. Because services are performances or actions rather that objects, they cannot be seen, felt, tasted, or touched in the same manner that we can sense tangible goods. For example, health care services are actions (e.g., surgery, diagnosis, examination, treatment) performed buy providers and directed towards patients and their families. These services cannot actually be seen or touched by the patient, although the patient may be able to see and touch certain tangible components of the service (e.g., equipments, hospital room, etc). In fact, many services such as health care are difficult for the consumer to grasp even mentally. Even after a diagnosis or surgery has been completed the patient may not fully comprehend the service performed.

Resulting Marketing Implications

Intangibility presents several marketing challenges: Services cannot be inventoried, and therefore fluctuations in demand are often difficult to mange. For example, there is tremendous demand for resort accommodations in Goa in December, but little demand in July. Yet resort owners have the same number of rooms to sell year-round. Services cannot be patented legally, and new service concepts can therefore easily be copied by competitors. Services cannot be readily displayed or easily communicated to customers, so quality may be difficult fro consumers to assess. Decisions about what to include in advertising and other promotional materials are challenging, as is pricing. The actual costs of a "unit or service" are hard to determine and the price/quality relationship is complex.

2. Heterogeneity

Because services are performances, frequently produced by humans, no two services will be precisely alike. The employees delivering the service frequently *are* the service in the customer's eyes, and people may differ in their performance from day to day or even hour to hour. *Heterogeneity* also results because no two customers are precisely alike; each will have unique demands or experience the service in a unique way. Thus, the heterogeneity connected with services is largely the result of human interaction (between and among employees and customers) and all of the vagaries that accompany it. For example, a tax accountant may provide a different service experience to two different customers on the same day depending on their individual needs and personalities and on whether the accountant is interviewing them when he or she is fresh in the morning or tired at the end of a long day of meetings.

Resulting Marketing Implications

Because services are heterogeneous across time, organizations, and people, ensuring consistent service quality is challenging. Quality actually depends on many factors that cannot be fully controlled by the service supplier, such as the ability of the consumer to articulate his or her needs, the ability and willingness of personnel to satisfy those needs, the presence (or absence) of other customers, and the level of demand for the service. Because of these complicating factors, the service manager cannot always know for sure that the service is being delivered in a manner consistent with what was originally planned and promoted. Sometimes services may be provided by a third party, further increasing the potential heterogeneity of the offering. For example, a consulting organization may choose to subcontract certain elements of its total offering. From the customer's perspective, these subcontractors still represent the consulting organization, even though their actions cannot be totally predicted or controlled by the contractor.

3. Simultaneous Production and Consumption

Whereas most goods are produced first, then sold and consumed, most services are sold first and then produced and consumed simultaneously. For example, an automobile can be manufactured in Gurgaon shipped to Mumbai, sold two months later, and consumed over a period of years. But restaurant services cannot be provided until they have been sold, and the dining experience is essentially produced and consumed at the same time. Frequently this also means that the customer is present while the service is being produced and thus views and may even take part in the production process. This also means that frequently customers will interact with each other during the service production process and thus may affect each other's experiences. For example, strangers seated next to each other in an airplane may well affect the nature of the service experience for each other. That passengers understand this fact is clearly apparent in the way business travelers will often go to great lengths to be sure they are not seated next to families with small children. Another outcome of simultaneous production and consumption is that service producers find themselves playing a role as part of the product itself and as an essential ingredient in the service experience for the consumer.

Resulting Marketing Implications

Because services often are produced and consumed at the same time, mass production is difficult if not impossible. The quality of service and customer satisfaction will be highly dependent on what happens in "real time," including actions of employees and the interactions between employees and customers. Similarly, it is not usually possible to gain significant economies of scale through centralization. Usually operations need to be relatively decentralized so that the service can be delivered directly to the consumer in convenient locations. Also because of simultaneous production and consumption, the customer is involved in and observes the production process and thus may affect (positively or negatively) the outcome of the service transaction. In a related vein, "problem customers" (those who

disrupt the service process) can cause problems for themselves or others in the service setting, resulting in lowered customer satisfaction. For example, in a restaurant setting, an over-demanding and intoxicated patron will command extra attention from the service provider and negatively impact the experiences of other customers.

4. Perishability

Perishability refers to the fact that services cannot be saved, stored, resold, or re-turned. A seat on an airplane or in a restaurant, an hour of a lawyer's time, or telephone line capacity not used cannot be reclaimed and used or resold at a later time. This is in contrast to goods that can be stored in inventory or resold another day, or even re-turned if the consumer is unhappy.

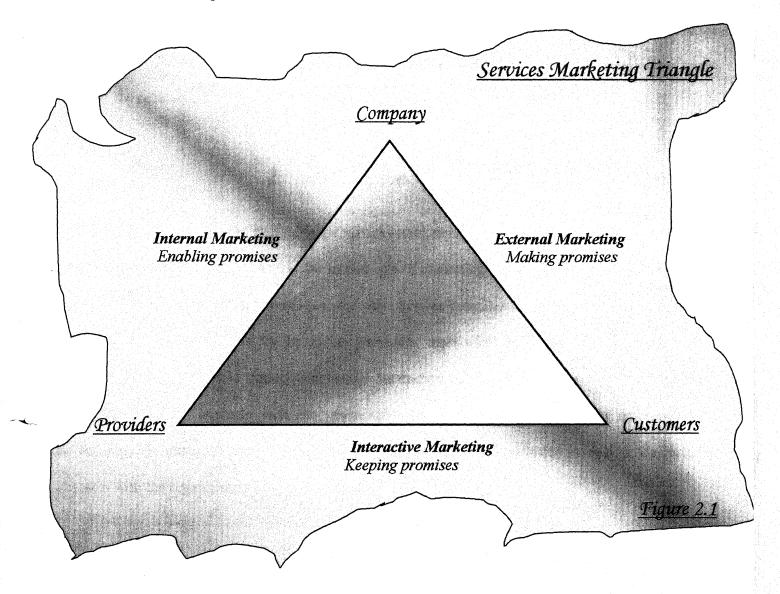
Resulting Marketing Implications

A primary issue that marketers face in relation to service perishability is the inability to inventory. Demand forecasting and creative planning for capacity utilization are therefore important and challenging decision areas. The fact that services cannot typically be returned or resold also implies a need for strong recovery strategies when things do go wrong. For example, while a bad haircut cannot be returned, the hairdresser can and should have strategies for recovering the customer's goodwill if and when such a problem occurs.

THE SERVICES MARKETING TRIANGLE

There are three types of marketing that must be successfully carried out for a service to succeed: external, internal, and interactive marketing. All these activities revolve around making and keeping

promises to customers. For services, all three types of marketing activities are essential for building and maintaining relationships with customers.



1. External Marketing: Making Promises

Through its external marketing efforts, a company makes promises to its customers regarding what they can expect and how it will be delivered. Traditional marketing activities such as advertising, sales, special promotions, and pricing facilitate this type of marketing. But for services, other factors also communicate the promise to customers. The service employees, the design and decor of the facility, and the service process itself also communicate and help to set customer expectations. Service guarantees

and two-way communication (especially in situations where promises can be negotiated and expectations can be managed on an individual basis) are additional ways of communicating service promises. Unless consistent and realistic promises are set via all of these external communication vehicles, a customer relationship will be off to a shaky beginning. Further, if there-is a tendency to over-promise, the relationship may also be off to a weak beginning.

2. Interactive Marketing: Keeping Promises

External marketing is just the beginning for services marketers: Promises made must be kept. Keeping promises, or *interactive marketing*, is the second type of marketing activity captured by the triangle-and is the most critical from the customer's point of view. Service promises are most often kept or broken by the employees of the firm or by third-party providers, most often in real time. Sometimes service promises are even delivered through technology. Interactive marketing occurs in the moment of truth when the customer interacts with the organization and the service is produced and consumed. Interestingly, promises are kept or broken and the reliability of service is tested every time the customer interacts with the organization.

3. Internal Marketing: Enabling Promises

A third form of marketing, internal marketing, takes place through the enabling of promises. In order for providers and service systems to deliver on the promises made, they must have the skills, abilities, tools, and motivation to deliver. In other words, they must be enabled. This essential services marketing activity has become known as internal marketing. Promises are easy to make, but unless providers are recruited, trained, provided with tools and appropriate internal systems, and rewarded for good service,

the promises may not be kept. Internal marketing also hinges on the assumption that employee satisfaction and customer satisfaction are inextricably linked.

Aligning the Sides of the Triangle

In a triangle, all three sides are essential to complete the whole. For services all three marketing activities, represented by the sides of the triangle, are critical to success; without one of the sides in place, the triangle, or the total marketing effort, cannot be optimally supported. Each side represents significant challenges, and as we proceed through the text we will find approaches and strategies for dealing with all three.

EXPANDED MARKETING MIX FOR SERVICES

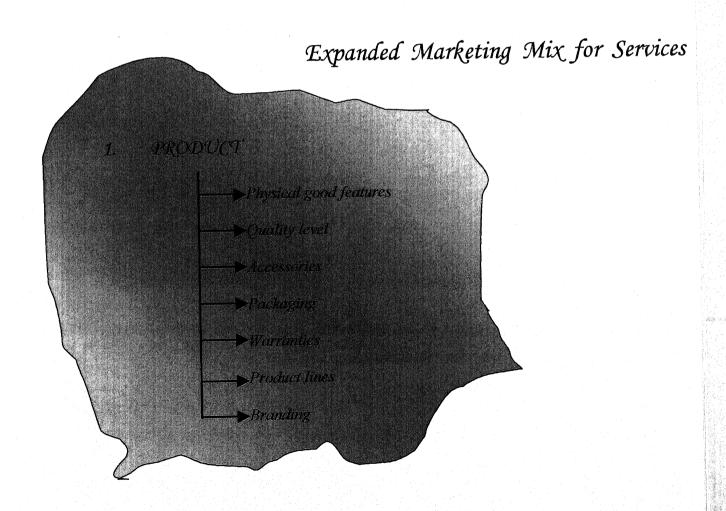
One of the most basic concepts in marketing is the *marketing mix*. The traditional marketing mix is composed of the *four P's: product, price, place* and *promotion*. These elements appear as *core decision* variables in any marketing plan.

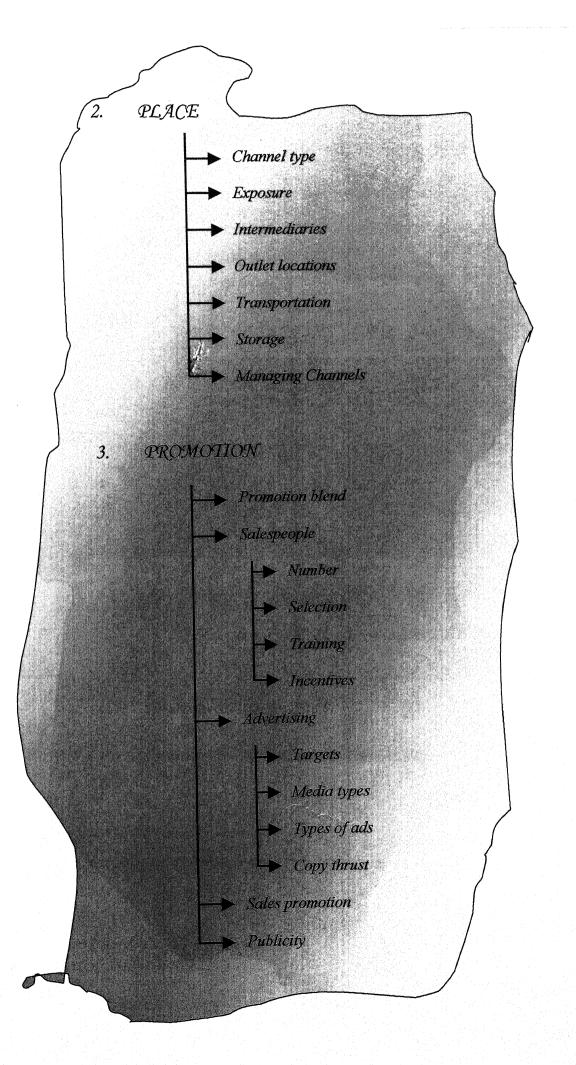
The careful management of *product*, *price*, *place* and *promotion* will also be essential to the successful marketing of services. However, the strategies for the *four P's* require some modifications when applied to services.

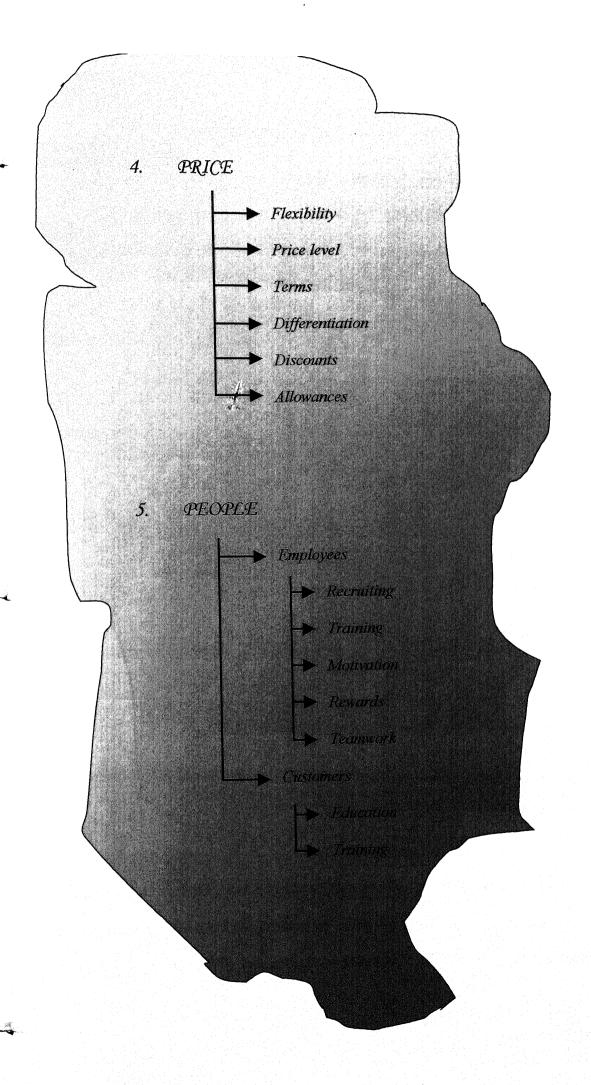
Because services are usually *produced* and *consumed simultaneously*, customers are often present in the firm's factory, interact directly with the firm's personnel and are actually part of the service production process. Also, because services are intangible customers will often be looking for any tangible cue to

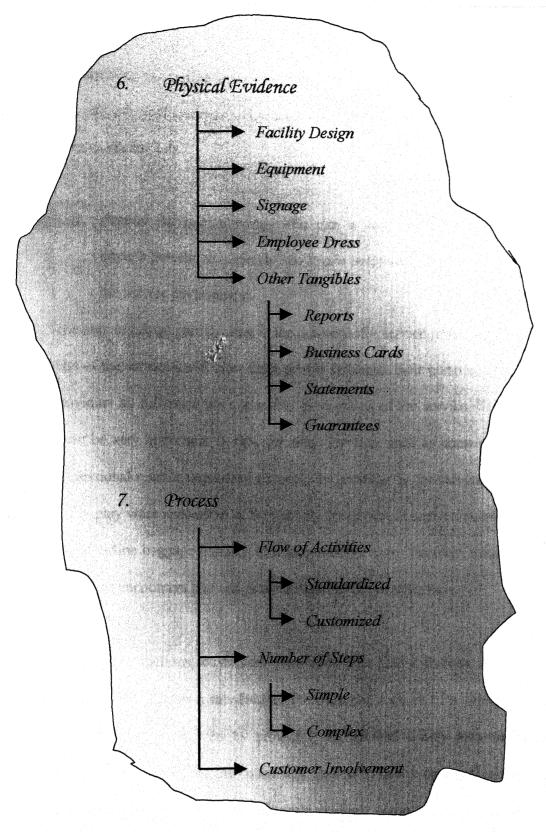
help them understand the nature of the service experience. These facts have led services marketers to conclude that they can use additional variables to communicate with and satisfy their customers. For example, in the hotel industry the *ambience*, *design* and *decor* of the hotel as well as the *appearance* and *attitudes* of its employees will influence customer perceptions and experiences.

Acknowledgment of the importance of these additional communication variables has led services marketers to adopt the concept of an expanded marketing mix for services. In addition to the traditional four P's, the services marketing mix includes people, physical evidence, and process.









The traditional marketing mix consists of four Ps, i.e., product, place, promotion and price. The nature of services are different from product so when the question comes to services marketing, then the 4 marketing Ps become 7 Ps because of the addition of more 3 Ps which are, people, physical evidence and process.

Services marketing can not be successfully executed without being giving major importance to these 3 Ps i.e., people, physical evidence and process. This fact can be made clear by explaining these elements of services marketing mix.

1. People: All human beings who play a part in service delivery and thus influence the buyer's perceptions; namely, the firm's personnel, the customer, and the other customers in the service environment.

All of the human beings participating in the delivery of a service provide cues to the customer regarding the nature of the service itself. How these people are dress, their personal appearance, and their attitudes and behaviours all influence the customers' perceptions of the service. The service provider or contact person can be very important. In fact, for some services, such as consulting, counseling, teaching, and other professional relationship-based services, the provider is the service. In the other cases the contact person may play what appears to be a relatively small part in service delivery, for instance, a telephone installer, an airline baggage handler, or a room service boy. Yet even these providers may be the focal point of service encounters that can prove critical for the organization.

In many service situations, customers themselves can also influence service delivery, thus affecting service quality and their own satisfaction. For example, a client of a consulting company can influence the quality of service received by providing needed and timely information and by implementing recommendations provided by the consultant. Similarly, health care patients greatly affect the quality of service they receive when they either comply or don't comply with health regimens prescribed by the provider.

Given the strong influence they can have on service quality and service delivery, employees, the customer him/herself, and other customers are included within the *people* element of the *services* marketing mix.

2. Physical evidence: The environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of the service.

The physical evidence of service includes all of the tangible representations of the service such as brochures, letterhead, business cards, report formats, signage, and equipment. In some cases it includes the physical facility where the service is offered – the service space – for example, the retail bank branch facility. In other cases, such as telecommunication services, the physical facility may be irrelevant. In this case other tangibles such as billing statements and appearance of the repair truck may be important indicators of quality. Physical evidence cues provide excellent opportunities for the firm to send consistent and strong messages regarding the organization's purpose, the intended market segments, and the nature of the service.

3. **Process:** The actual procedures, mechanisms, and flow of activities by which the service is delivered – the service delivery and operating systems.

The actual delivery steps the customer experiences, or the operational flow of the service, will also provide customers with evidence on which to judge the service. Some services are very complex, requiring the customer to follow a complicated and extensive series of actions to complete the process.

Another distinguishing characteristic of the process that can provide evidence to the customer is whether the service follows a production-line/standardized approach or whether the process is an empowered/customized one. None of these characteristics of the service is inherently better or worse than another. Rather, the point is that these process characteristics are another form of evidence used by the consumer to judge service.

These three new marketing mix elements, *people*, *physical evidence*, and *process*, are included in the marketing mix as separate elements because they are within the control of the firm and any or all of them may influence the customer's initial decision to purchase a service, as well as the customer's level of satisfaction and repurchase decisions.

Chapter - 3

HOSPITALITY INDUSTRY INDIA

AN OVERVIEW

THE HOTEL INDUSTRY

The lodging industry developed along with the need to provide accommodation for travelers. As soon as people started to travel, boarding houses of some kind must have existed. There are several mentions in both Old and New Testaments of early roadside inns. Excavations in Pompeii reveal that the Romans had developed the concept of hospitality into a trade. Perhaps the earliest mention of the hospitality industry and the incident with which most of us are familiar is found in the Christmas story. In it we are told that two famous travelers, Joseph and Mary could find "no room at the inn" and thus spent the night in a stable.

In France and Italy alike, during the centuries that followed the fall of the Roman Empire, monasteries provided shelter and rest for pilgrims, merchants, and strangers, later, the Crusaders, traveling between trades, which, in turn, stimulated travel for non-military purposes. In India people used to stay in Dharamshalas then.

The history of the hotel in its present form goes back to the Middle Ages. German and English literature of the thirteenth and fourteenth centuries made frequent reference to the "inn." An early description of an English inn is preserved in the work of William Harrison. In 1577, in his Description of England, he writes:

"Those towns that we call thoroughfare have great and sumptuous inns build in them. very well furnished with napery.. each comer is sure to lie in clean sheets, wherein no man had been lodged since they came from the laundress.. There is no greater security anywhere for travelers than in the greatest inns of England."

The development of the inn in the late medieval period must have been related to the improvements in security in many European societies; it had become safe to travel. Also, the end of middle ages was an era that gave rise to an emerging middle class. The rising bourgeoisie could afford accommodation when traveling away from home. Innkeepers profited from catering to the needs of growing numbers of travelers, and, by the sixteenth century, the hospitality concept had developed a form it would retain until the coming of the jet age."

By the mid seventeenth century, the beginning of a public stagecoach system had appeared. For the next 200 years, the hospitality industry was closely influence by the development of road transport. Often, coach service was established by enterprising innkeepers in an attempt to attract business. Throughout the age of coaching, end terminals and "stages" were usually at inns. The inn served not only as a boarding house, but also as a booking office, waiting place, eating establishment, and often as the center of the town's social activities.

With the rapid development of the railways in the 1820s and 1830s, traffic almost vanished from some roads. By 1840, coach service had virtually disappeared in Europe. The railroads effect on the older established hotels was disastrous. Not only did this new form of transportation alter traditional travel routes, but travel by train reduced the time that travelers spent on their journeys. Many hotels went out of business, and the roadside hotels did not flourish again until automobile brought large numbers of customers back to the roads.

With the growth of the railroad industry, and the concomitant increase in long distance travel, a different kind of hotel developed. In Europe, large hotels were constructed next to or across from the new downtown railroad station. In the United States, the hotel industry flourished in communities along the westward route and elsewhere along the expanding railroad network.

The railroad's speed resulted in the popularity of the day trip, which, in turn, stimulated hotel development in seaside and mountain resort areas.

The introduction and further development of the automobile industry eventually led to a renaissance of the roadside hotel. The nature of tourism and travel changed dramatically between the two world wars, as fewer people traveled by rail choosing the private automobile instead. With the construction of high ways, thruways, expressways, and beltways, the lodging industry responded to the specific needs of the motorist, and the motor hotel (or motel) was born. At the same time, as cities grew, and in response to the needs of the business traveler, new hotels providing luxurious accommodations arouse in downtown areas.

Post-World War II development of the hotel industry is best characterized by the word "growth." The increased number of travelers, spurred by advances in air transportation, created a need for more and more hotel space. Widespread use of the car led hoteliers to build more roadside motels, and business travelers demanded specialized accommodations, including meeting and convention facilities.

Ellswroth Statler was America's first hotel chain pioneer. By the 1920s hotels bearing his name had been built in Buffalo, Cleveland, St. Louis, Detroit, Boston, and New York. The most famous name in the history of the deluxe hotel is that of the Hilton corporation. Conrad Hilton built an empire that included the world's most acclaimed hotel, New York's Waldorf Astoria, and America's largest hotel, the 3,000 room Conrad Hilton in Chicago. The fastest growing group of first class hotels during the

1960s was the *Sheraton Chain*, founded in 1941, by Ernest Henderson. The chain is now owned by International Telephone and Telegraph Company (ITT). The Oberoi Group Hotels, India, founded in 1934, it owns and runs thirty-five luxury and first class international hotels in seven countries. Oberoi Group Hotels are synonymous across the globe for providing the right blend of *service*, *luxury* and *efficiency* and Internationally recognized for all-round excellence and unparalleled levels of service. Taj Group Hotels, India were started almost a century ago. Starting with the Taj Mahal Hotel, Mumbai (Bombay), the Taj Group India now owns more than 50 hotels worldwide.

Surprisingly, the most important name in the history of the worldwide hospitality industry is unknown to most people. Yet his impact on the tourism industry equals that of the *Wright brothers*. *Thomas Cook* and *Henry Ford. Kemmons Wilson*, in 1952, built the first hotel of what would, in just three decades, grow into a chain if 1,600 properties. He called his new company Holiday Inn, and its concept of clean, comfortable, reasonably price, "no surprise" hotels would become a model and standard for hotel construction and service.

With the popularity of the sun vacation in the 1960s, came the development of the resort hotel. It primarily catered to the vacationing traveler who stayed for a number of days. Resorts differ from the traditional hotel in that they provide a wide range of special services, often targeted to a special interest group such as sun enthusiastic, golfers, tennis players scuba divers, and honeymooners. Resorts, traditionally offer a wide range of price packages.

As the function of the hotel changed, so did its architecture. Owners spent large sums to renovate older, downtown properties, adapting them to the changing needs of the modern day traveler. Hotel properties initially were simple in design to serve the basic need (and budget) of the one-night transient travel

demographics. The traditional role of a hotel, providing overnight accommodation for the person away from, home, was given a new meaning by the hospitality industry during the 1970s.

Staying at a hotel was to become "an experience" and marketing became the most important management tool for the industry. The interiors of modern hotels have made them into fantasy landsglass covered elevators, atrium lobbies, a variety of restaurants and bars, functional meeting rooms, and a full array of recreational opportunities all designed to enhance the visitors' experience.

Another recent development is the overseas expansion of the hotel chains. As International airlines linked the business centres and vacation destinations of the world during the 1960s, the hotel industry responded to the specific and often discriminatory needs of the new international, traveler. Hotels meeting international standards,' became an export item. Hilton International, opening its first hotel in 1949 in San Juan, Puerto Rico, opened a hotel in Berlin in 1958, followed by several properties in other European countries. Intercontinental Hotel, formed by Pan Am in 1946, opened several hotels in Latin America prior to 1960. Hilton International now has grown into a conglomerate of 242 in forty-four countries, while Intercontinental Hotel boasts 109 properties in forty-four nations, Sheraton, another giant on the international scene, opened its first hotel outside the United States in 1949, in Canada. Holiday Inn, a relative newcomer, opened its first foreign property in Montreal in 1960. That chain's first European hotel opened in 1968 in Holland. At present, the name Holiday Inn is associated with 1692 international hotels located in fifty-five countries.

HOTELS AND HOTEL GROUPS

A hotel is home away from home. Hotel is a place which the customer considers as his home while he is away from home. A hotel can be defined as a place where a prospective guest can be provided with the following:

(a) Accommodation - Place to Stay

(b) Food & Beverage - Something to eat & drink

(c) Entertainment - To view and enjoy

(d) Services - Intangible element

The place should be provided for a value. The value is usually paid in the form of PRICE. Moreover the prospective guest should be in a fit condition to be received.

CLASSIFICATION OF HOTELS

A hotel can be classified on the basis of one factor only as well as a mix of various factors. The factors on which the classification of hotels depends are as follows:

1. Location

Hotels can be classified according to their location. The following are the types of hotels, according to difference in the locations.

(i) Suburban Hotels: These types of hotels are situated away from the city or town. The aim is to keep it away from the hustle and bustle, chaos and confusion of the town. Guests who

choose to stay here are mainly those who want to be away for few days from the city environments.

- (ii) Down-Town Hotels: These are the hotels which are situated in the heart of the town. Generally people who stay here are those who come for some work in the town, or for marketing etc.
- (iii) Motels: These types of hotels are situated on the highways. They are mainly used by travelers. The length of stay in these types of hotels is usually for the short periods.
- (iv) Resorts: These types of hotels are situated near a sea, river or in the hilly regions. .
- (v) Floatels: These are floating hotels. These type of hotels are situated on the surface of the water, viz. rivers or lakes. Houseboats are good example of floatels. These floatels have all necessary facilities.

2. Size of the Hotel

Hotels can also be classified on the basis of sizes. The following are the categories of hotels as per size.

(i) A hotel with less than 25 rooms - Small Hotel

(ii) A hotel with rooms between 25 to 99 - Medium Hotel

(iii) A hotel with rooms between 100 to 299 - Large Hotel

(iv) A Hotel with rooms more than 299 - Very Large Hotel

3. Length of stay

Hotels can also be classified according to the length of stay. Length of stay at motels, down town hotels are usually short. Whereas length of stay in Resorts, Floatels, and suburban hotels are usually long.

4. Types of Plan

Hotels may also be classified according to different types of plans. These are as follows:

- C.P. Continental Plan: It includes room tariff and continental breakfast.
- E.P. European Plan: It includes only room tariff, rates are not inclusive of meals.
- A.P American Plan: Rates include room tariff and all the three meals. It is also known as Pension Plan.
- M.A.P Modified American Plan: This is also known as Demi-Pension of half board. These include room tariff, breakfast and anyone of the two meals.
- B.P Bermuda Plan: Room. tariff and morning tea.

5. Facilities

Facilities provided by the hotels, play a major role in the classifications or grading of hotels. Different facilities provided in hotels are as follows:

- 1. Rooms/Suites
- 2. Restaurants
- 3. Bar

- 4. Shopping Complex
- 5. Health Club/Gym
- 6. Beauty Parlour
- 7. Massage Parlour
- 8. Swimming Pool
- 9. Travel Counter
- 10. Coffee Shop
- 11. Banquet Hall
- 12. Conference Hall
- 13. House Doctor
- 14. Sports Facilities
- 15. Car Parking
- 16. Bakery Shop
- 17. Laundry
- 18. Recreational Facilities
- 19. Telephones
- 20. Room Service
- 21. Foreign Exchange Counter
- 22. Money Conversion
- 23. Postal Facilities
- 24. Tour Packages

6. Types of Clients

Classification is also made according to the different types of clients visiting a hotel. For example, businessmen usually stay in downtown hotels, tourists in Resorts and floatels and so on.

7. Airport Hotel

These are hotels situated near the airports. These hotels are generally dependent on airlines passengers, airline crews etc. It is the usual practice of such hotels to give Package deals and discounts. For example, Centaur hotel, Santacruz, Bombay.

HOTEL GROUPS

The traditional pattern of an hotel industry made up of individually-owned hotels has been changing in many countries in recent years and has come to resemble more closely that of other industries, with a small number of companies increasing their share of the market, the remainder being shared by a large number of smaller firms, most of them operating single hotels. The independently owned hotel may be still the typical first in the industry, but the growth of the industry has been increasingly associated with hotel groups. The increase in the size of hotel firms has come about by building or acquiring hotels in different locations and placing them under central management. The hotels may be grouped within a restricted geographical area or distributed widely within the country or even internationally.

The hotel groups normally operate hotels owned by them or leased by them from their owners to whom they pay rental. Sometimes they manage hotels as agents for the owners under management contracts, which provide for the payment of expenses, management fees and/or the sharing of profits. The groups

may also operate under franchise agreements, which allow one party (the franchisee) to sell a product designed, supplied and controlled by the other party (the franchiser), in return for a fee or a share of profits; in this arrangement an hotel group may be in the role of a tranchiser or in the role of a multiple franchises.

Hotel group operations under management contracts and under franchise agreements have much in common with any group operation, but both are based on particular agreements between the parties and introduce elements specific to the relationship between them, which are quite distinctive.

Advantages of Groups

The nature of the hotel business and the limits of many hotel markets provide the main explanations for the growth of hotel companies through groups. The advantages, which may accrue to hotel groups, are the resulting advantages of size, known as the economies of scale. Some of these, e.g. the technical economies may apply also to individual hotels, if they are large enough, but their full realization is open particularly to groups of hotels. Groups extend the size, to which a hotel firm may grow, economies, such as those of risk spreading, are open only to groups. Because economies of scale are available to groups rather than to single hotels, generally a higher profitability is attainable by a group than could be generated by the sum total of its hotels operated independently. The advantages of hotel groups may be summarized as follows.

One of the main, financial economies is the ability of the group to marshal capital resources from its own cash flow and from external sources. A group may be able to borrow from lending institutions and to do so on favourable terms, because it is big and because its hotels provide a good security to its lenders. This is of particular value in financing growth by adding further hotels to the group, in

modernizing hotels, and in covering the initial period of operation of new hotels before they become profitable. A group can also deploy its financial resources to advantage by balancing the working capital requirements of individual units caused by seasonality and other fluctuations in revenue and in expenditure.

Because of its size a group can enjoy *marketing economies*. It can create a group image in the market, which may extend to a common name, facilities and standards throughout the group, and it can engage in promoting its hotels together. Individual hotels may to a greater or lesser extent specialize and provide facilities and services complementary to the other hotels such as conferences. Public relations, advertising, and sales promotion can be undertaken with an impact for the whole group. Each hotel within the group can promote other hotels and generate business by onward reservations.

A hotel group is open to it *economies of buying* because it can buy in bulk and negotiate – advantageous prices and terms with its suppliers of a wide range of goods and services on behalf of the whole group.

A large group can also benefit from central testing of products and from experimenting with different products in its hotels before their use is, extended to the whole group.

Management costs need not keep pace with an increase in the volume, of business and a hotel group can enjoy managerial economies. It can attract high-quality staff through the prospects it can offer within the group and the availability of training schemes, and benefit from an interchange of staff between its hotels. It can also provide centralized services to its hotels and, in these it can employ specialists with the time and skills to exploit the advantages of group operation in such areas as finance, personnel, purchasing, and marketing.

Various technical economies may arise with size in individual large hotels but also in groups, particularly when the hotels are concentrated geographically within a limited area. The volume of business may then make it possible to concentrate such operating facilities as central food production, maintenance, and laundry, when reductions in unit costs may be achieved, as compared with providing the facilities in individual hotels or buying the services from outside firms.

Last but not the least, there may be *economies of risk-spreading* which enable groups to reduce risk by product and geographical diversification. Hotels that cater primarily for business and for holiday markets tend to have different seasons; some may specialize in functions and other in conferences. A decline in demand for a particular hotel may be offset by a high volume of business in another hotel, and thus even out the fluctuations for the group as a whole.

It can be seen that the advantages of scale that may accrue to hotel groups arise from several sources: from the weight the group has in markets (whether it is in its markets with customers, suppliers, or in the market for productive resources, in particular capital and labour); from providing certain services to its hotels; and from operating them as a group. These sources of economies are complementary. But before considering how they may be exploited and what issues they raise, it is necessary to consider the problems groups may experience.

Problems of Groups

The hotel group shares several main problems with any large organization, especially problems of communication, and control costs.

In order to operate as a group, the centre has to communicate policies, procedures and other matters to individual hotels which in turn have to communicate information, requests and other matters to the centre. In a closely integrated group individual hotels also have to keep in contact with each other. Unless smooth lines of communication are established and maintained, this can mitigate against the effectiveness of group operation and the attainment of the advantages. Action may be delayed and result in a loss of revenue of additional costs, in time and effort wasted in clearing up misunderstandings, and in antagonism that may be generated.

Whatever the degree of central direction and monitoring of individual units, there is a need for some control to be exercised over the conduct of the hotels, to endure group decisions being carried out and the accountability of individual hotels for their performance. Unless a clear and effective control mechanism exists, hotels may act against the interests of the groups and affect its performance as a whole. However, a complex control mechanism may generate disproportionate costs and affect the initiative and performance of the hotels as well as of the whole group.

A group operation gives rise to its own costs, through the need for communication and control, and through the provision of central services to hotels. If the advantages of group operations are to be realized, it is clear that these additional costs have to be outweighed by the benefits which they bring about, if the group is to produce higher profitability than the individual hotels would, if operated independently.

In addition to the quality of group management, the extent of the above problems depends on three main factors: the number of the hotels in the group, the geographical dispersal of the hotels, and the extent to which the various aspects of the group operation are centralized. The less of each, the less likelihood of

these problems being serious. But the smaller the group and the less centralization, the less is also the prospect of the advantages of group operation being realized. The problems arising from the number of hotels and their dispersal may be to some extent overcome by a district or regional structure, but this in itself generates costs. The problems due to centralization can be overcome only by a careful evaluation of the advantages and drawbacks of alter- native approaches, by management of high quality, or by decentralization.

Scope for Centralization

A group management may adopt a mainly passive ownership role. At its extreme, this means the appointment of local managers who are expected to achieve results by their own initiative, with a minimum of central direction, support and supervision. In these circumstances the performance of the group is made up of more or less independent actions of individual hotels, with a loose monitoring by the owners directly or through a group manager, a managing director, or even a company secretary, with little or no staff of their own. Outside specialists, such as professional stock-takers, may be employed, and the company auditors may perform two roles -that of accountants preparing the accounts of the group and that of auditors verifying the view of the business presented by the accounts; their work may include, in greater or lesser depth, an operational audit.

However, in order to obtain the advantages of group operations, a more positive group management approach is necessary. The group management has to formulate the objectives, policy and operational guidelines, evolve strategies and plan on behalf of the group.

Leading International Hotel Groups

Table 3.1

SB	Howard Johnson, Hojo, Inns. Days Inns., Supper 8 plus. Ramada Hotels in USA. Parent Co: Blackstone. Crowne Plaze, Express, Garden Court, Parent Co: Bass PLC, Londo 1.	Atlea, Cimpris Formule 1, Healia, Ibis.
Notes	Howa Suppe Parent Crowr	Atlea,
Head Office	Parsippany, NJ, USA. Atlanta, GA, USA.	Evry, France
Countries	7 55	99
Hoteks	nchise System 341 ^b rIdwide 1692 ^b	2098
Rooms	 Hospitality Franchise System 364997 341 ^b Holiday Inn Worldwide 328679 1692 ^b 	3. Accor 238990

8. Forte

				Mercure, Motel 6, Novotel, PanSca, PLM
				Azur, Pullman, Sofitel, Urbis
4. Choice Hotels International	rnational			
230430	2502 ^b	27	Silver Spring,	Clarion, Comfort Quality
			MD, USA.	Roadway, Sleep Inn. Parent Co: Manor Care
				-
5. Marriott				
166919	750	20	Washington DC,	Marriott Hotels & Resorts, Courtyard Inn,
			USA.	Fairfield Inn, Residence Inn.
6. ITT Sheraton				
132361	426 ^b	61	Boston MA, USA	Parent Co: ITT Corporation, New York.
			,	
7. Hilton Hotels Corporation	oration			
94653	242 b+c	ν,	Beverley Hills,	Includes Conrad Hotels,
			GA, USA.	Firms non USA brand

79309	871	33	London, UK	46% Travel lodge brand in USA, 45%
9. Hyatt Hotels / Hyatt Intnl	ut Intal			various brands in Europe.
77579	164 °	37	Chicago,	50 hotels/21 079 rooms, international,
			IL, UŠA.	remainder domestic. Parent Co: Pritzker
				Family Trust, Chicago.
10. Carlson/Radisson/Colony	/Colony			
69092	336 ^b	30	Minneapolis,	Mainly Radisson, also Colony Hotels &
			MN, USA.	Resort and Country Lodging.
				Parent Co: Carison, Minneapolis.
II. Promus				
75558	459 b + c	2	Memphis,	Harrahs (casino hotels), Embasssy suites,
			TN, USA.	Hampton Inns, Homewood Suites.
12. Club Mediteuanean	an		•	
63067	261	32	Paris, France.	Club Med, Aquarius, Valtur and City Club.

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Includes Vista (US brand), Hilton National	or Associate, Parent Co: Ladbroke Group	pl C Watford
Watford, Hens,	U.K.	
47		
160		
52979		

14. Sol Group

Melia and Sol Hotels	
Palma de Mallorca,	Spain.
91	
156°	
40163	

15. Inter-Continental Hotels

87, Inter-Continental and 17 Forum hotels.	Parent Co: Saison Group, Tokyo.
London, UK.	
47	
104	
39000	

16. Westin Hotels & Resorts

Parent Co: Aoki Corporation, Tokyo.	
Seattle, WA, USA.	
15	
75°	
38029	

da Intnl.	133 43	lotels	86		398 °		
7. New World / Ramada Intnl.	36520	18. Canadian Pacific Hotels	27970	19. Sociate du Louvre	27427	20. Tokyo Hotel Group	

Campanile, Concord, Premiere Class, Bleu

Paris, France.

Marine.

Canadian Pacific Hotels & Resorts and

Toronto, Ontario,

Canada.

Doubletree Hotels.

122 Ramada and II New World Hotels

Hong Kong

Tokyo Inns, Tokyu Hotels, Pan Pacific

Tokyo, Japan.

	fusker, GA, USA. Scottish Inns, Red Carpet Inns, Master Host
	Tusker, GA, USA.
. Hospitality International	22425 345 ^b
	1. Hospitality International

Inns, Downtowner Passport Inns.

1. Husa, Hoganna, Entursa, Lihsa Hotels.		Parent Co: Seibu, Tokyo.
Barcelona, Spain.		Tokyo, Japan.
ern		9
86		20
21500	3. Prince Hotels	20249

2. Husa Hotels Group

00011	7	calona, opam.	rtasa, rrogamia, Lindasa, Linsa moa
3. Prince Hotels			
20249 70	9 ,	Tokyo, Japan.	Parent Co: Seibu, Tokyo.
			•
24. Meridien Hotels			
18261 58	35	Paris, France.	Parent Co: Air France, Paris.

Include Dunfey hotels, Parent co: The	Wharf (Holdings) Ltd, Hong Kong.
Hampton,	NH, USA.
4	
18148 45	

25. Ommi Hotel

Wharf (Holdings) Ltd, Hong Kong.		um. Parent Co: SAS, Stockhoim.
NH, USA.		Brussels, Belgium.
		11
	26. SAS Intnl. Hotels/Sunwing	46
	26. SAS Intn	16507

		Sweden.	AB Ratos, Stockhoim.
28. Stouffer Hotels			
15767 41 °	2	Solon, OH, USA.	Includes President brand in Mexico Parent Co: Nestle.
29. Fujita Kanko			
14891 65	2	Tokyo, Japan.	Fujita Hotels, Kuwakien Hotels,
			Washington Hotels.
30. Queens Moat Houses			
14697 126	6	Rumford, Essex, UK.	į
31. Nikko Hotels International			
13590 33	15	Tokyo, Japan.	Parent Co: Japan Airlines, Tokyo.
32. Reso Hotels			
13350 61 °	5	Stockhoim,	Reso and Sara Hotels, Sara Travel and Hotel

37. Maritim Hotels

nany.	Parent Co: Kuok Group.		•				Climat and Nuit D Hotel.		Parent Co: WB Johnson Properties, Atlanta.
Bad Salzuflen, Germany.	Hong Kong		Dallas, TX, USA.		Madrid, Spain.		Les Ulis, France.		Atlanta, GA, USA.
	6		9				4		2
10900	38 Shangri-La Hotels & Resorts 10163 21	20 Wasdleans Hotels & Descrite	39. Hynanam Hotels & Kesorts 9762 37°	40. Occidental Hotels	9468 441	41. Climat de France	8989 175°	42. Ritz Carlton	8909

l System
oute Hotel
43. Sunro

8114 72

72 b

Tokyo, Japan.

44. Taj Group of Hotels

8000

10

Bombay, India. Taj Hotels, Garden Retreats, Gateway
Hotels/Resorts, Parent Co: Indian Hotel Co.
Ltd., Bombay.

45. DAi-Ichi Hotels

7860

42 6 Tokyo, Japan.

46. Steigenberger Hotels

Steigenberger, Avance, Maxx, Inter City, Esprit. Frankfurt/Main Germany. S 44 7563

47. Protca Hospitality Corpn

South Africa. Capetown, 9 1117 7483

Protea and Places Hotels.

Resort
क्ष
Hotels
Delta
48.

Parent Co: Realston Canada, Hotels Limited, Toronto. Toronto Ontario, Canada. m 19 7072

49. Fiesta Hotels

7000

Ibiza, Spain. **C**1 27°

50. Loews Hotels

New York, NY, USA. 14 c 8669

CHAPTER-4

RESEARCH

METHODOLOGY

RESEARCH METHODOLOGY

Research Methodology is the specification of methods and procedures for acquiring the information needed to structure or to solve problems.

It is the over-all *operational pattern* or *framework* of the project that stipulates what information is to be collected, from which source, and by what procedure. Selection of the research methodology depends upon the nature of the study as well as the objectives to be determined or achieved. While designing the methodology for this research, care has been taken that the information obtained is relevant to the research problem and the procedure of collection was objective and economical.

Research Objectives

For this research work the following objectives were set. The Methodology used for achieving these objectives has been described later.

- **R.O.1.** Exploring the different Customer Relationship Management (CRM) practices adopted by Five Star Hotels under study.
- **R.O.2.** Studying the effect of CRM practices on resulting service quality as perceived by the customers of the hotels under study.

- R.O.3. Determining the word-of-mouth advertising & referrals gain by Hotels as an
- **R.O.4.** Finding the impact of CRM practices on the retention, satisfaction, grievances, perception of brand image & loyalty of existing customers.
- R.O.5. Studying the use of IT for CRM by the hotels under study.

Nature of the Research

This research work is basically descriptive in nature. The research will describe the different aspects of CRM in *Five Star Hotels* under study. This descriptive research design is suitable as relationship was to be established between *CRM* and *loyalty*, *satisfaction*, *perception of brand image and service quality by customers*.

Hypothesis

A Hypothesis was framed for this research which is as follows:

"The emphasis on CRM in Indian Five Star Hotels is quite high."

Testing of the above hypothesis also necessitated descriptive research design.

Sources and Methods of Data Collection

Data for the purpose of research has been collected from both *Primary* as well as *Secondary* sources.

Arimary Dain Collection

Primary data has been collected with the help of a questionnaire (Annex. A), which was sent to Customer Relation Executives of Five Star Hotels under study. In addition to this, primary data has also been collected from the regular customers of these hotels with the help of another questionnaire (Annex. B). The addresses of these customers were obtained from the respective hotels.

The questionnaires were E-mailed and faxed to the *Customer Relation Executives* and *Regular Customers* of these hotels. For obtaining replies to these questionnaires the respondents were also requested telephonically.

The Questionnaires

Two different questionnaires were designed and used keeping in view the informational requirements of the research. One was used for collecting information from the *Customer Relation Executives* of the Five Star Hotels. The other questionnaire was used for collecting information from the *Regular Customers* of these hotels for the purpose of verifying the responses given by the hotels.

Closed end, rating and multiple choice types of questions have been used in the questionnaires to find, the various practices undertaken by the hotels to develop good relations with their customers. The questionnaires have been designed to gather information on various aspects regarding Customer Loyalty, Customer Satisfaction, Customer Grievances, Availability of Customer Database, Availability of different facilities and rating of hotel services, facilities and employees.

An Appraisal of all these aspects was essential as they bear a very close association with Customer Relationship Management. The questionnaires were *pre-tested* on a representative sample of both the categories of respondents, i.e., Hotels as well as Customers, and then administered on a full scale. The questionnaires are incorporated in the *Appendix as A & B*.

Secondary Data Collection

Secondary data regarding the facilities, services, accommodation, entertainment and location of various hotels has been collected form the respective websites of hotels. In addition to this, secondary data has also been collected from various books, journals, magazines on marketing, services marketing, customer relationship management and hotel industry.

DESIGN OF SAMPLE

The Universe

The universe for this research has been defined as:

- 🔖 All Five Star Hotels in India
- 🤝 Regular Customers of Five Star Hotels

Sampling Unit

The Sampling unit for this research is a Five Star Hotel and a Regular Customer of the Five Star Hotel.

Sampling Procedure

In the Indian Hotel Industry, there are 4 major chains of hotels namely:

Ashok Group - Indian Tourism Development Corporation

Oberoi Group of Hotels - The East India Co. Ltd.

Taj Group of Hotels - The Indian Hotel Co. Ltd.

Welcome Group - Indian Tobacco Company

Convenience Sampling procedure was adopted for selection of the sample. Three hotel chains i.e., Ashok, Oberoi and Taj group of hotels were selected for this study as they sufficiently represent the universe i.e., the five star hotels of India.

Sampling was not done for regular customers as all the customers listed by the hotels were contacted.

Sample Size

The total number of constituent five star hotels of the three hotel chains under study is as follows:

Solution Oberoi Group of Hotels - 10 Hotels

♥ Taj Group of Hotels - 30 Hotels

Welcome Group of Hotels - 12 Hotels

♥ Total - 52 Hotels

survey, Questioned were sent to the Client Relation. Executives of all of these hotels through E-Mail/Fax. Replies were received from 10 hotels of Oberoi group. 30 hotels of Tai Group and 10 hotels of Welcome group. Thus, the total sample size is 50 five star hotels. To collect the information from regular customers of these hotels, 10 regular customers from each hotel, totaling to 500 were contacted. Responses received form the regular customers of each group are different. They are as follows:

🕓 Oberoi Hotels - 40 Responses

♥ Taj Hotels - 96 Responses

₩ Welcome Hotels - 60 Responses

Total 196 responses were received from the regular customers.

Contact Method

For contacting the respondents, both Client Relation Executives and Regular Customers of the hotels, internet, telephone and fax were used. The questionnaires were e-mailed/faxed to the respondents and in case of delay in response request was made on telephone. Firstly, the Client Relation Executives of different hotels were contacted and secondly, the regular customers of these hotels were contacted through telephone, fax and e-mail IDs provided by the hotels.

PERIOD OF STUDY

This study has been conducted from September, 2003 to August 2004.

Shapter - 5 Bnief Description Hotels ER STA

HOTEL INDUSTRY IN INDIA

Unlike in the West, the Indian Hotel Industry evolved itself at a snails pace. The real beginning was made in the early 1900's. Until then most of the hotels were aesthetically unkempt, unprofessionally managed, and unhygienically maintained.

As far as the *Indian Hotel Industry* is concerned, there are basically four Groups or chains of hotels namely.

The Ashok group - Indian Tourism Development Corporation

Oberoi Group of Hotels - The East India Co. Ltd.

Taj Group of Hotels - The Indian Hotel Co. Ltd.

The Welcome group - Indian Tobacco Company

Apart from the above mentioned, there are a number of companies which have contributed immensely to the growth of Indian economy in general and foreign exchange earnings in particular. These companies are as follows:

♦ Asian Hotels

♥ Benaras

Bharat Hotels

Guestline Hotels & Resorts

Iggi Resorts

- ♣ Leela Venture
- Mac Charles
- Sociental Hotels
- Sayaji Hotels
- Sree Krishna
- Suman Motels
- U.P. Hotels

INDIA TOURISM DEVELOPMENT CORPORATION The Story of ITDC

India Tourism Development Corporation was established in 1966 as an autonomous public sector corporation. ITDC was entrusted with the task of helping to develop infrastructure and promote India as a tourist destination. Today, ITDC provides a complete package of tourism services including accommodation, catering, transport, publicity, management consultancy, duty free shops, and in-house travel agency, entertainment and shopping.

ITDCs accommodation chain – Ashok Group is the largest in the country. It offers accommodation ranging from luxury suites to modestly furnished rooms, from beach resorts to a moderately priced forest lodge. Over 6,000 rooms are scattered throughout India, strategically located either in large cities which have major air and rail terminals or in remote areas of special tourist interest.

For the gourmet, ITDC runs restaurants serving Far Eastern, Continental and Mughlai cuisine besides numerous regional delicacies of India. Its catering services have earned plaudits during several national and international events. With a view to popularize domestic cuisine, fast food restaurants have been commissioned in places of tourist interest.

The transport network of ITDC has 11 units with a fleet of coaches, tourist cars and air-conditioned limousines that can be hired for individuals or group sightseeing. A number of guided tours of special and general interest are conducted by Ashok Travels & Tours – the in-house travel agency.

The Ashok Network, a centralized reservation service located in New Delhi, with four regional offices covering north, south, east and west India, ensures instant accommodation and transport confirmations for individuals and groups countrywide. An addition to instant bookings/confirmations is Ashok Internet, a hotel-to-hotel reservation system of the Ashok group.

ITDC has done pioneering work in the field of tourism entertainment by planning and producing three Son-et-Lumiere spectacles which bring alive India's history and cultural heritage, every evening. In addition, there are theatre evenings, dance recitals and music performances, both westerns and Indian, at its hotels. ITDC runs a tax free shop in New Delhi, and duty free shops at major international Indian airports, Delhi, Bombay, Calcutta, Madras and Trivandrum.

Indian potential for convention tourism has been skillfully exploited by ITDC. At present the conference facilities of some of its properties equal the best in the world. ITDC has had the distinction of playing host to international VIPs and heads of government on many occasions.

ITDC, today is recognized as a major tourism publicity consultant both by the Central and State Department of Tourism and others in the trade. The Public Relations and Corporate Communications Division offers a wide range of tourist aids, printing of literature, advertising campaigns, films, audio-visuals, festivals and cultural programs, exhibitions as well as complete publicity plans and their execution.

The Consultancy Services Division of ITDC offers assistance for research and feasibility studies, to the execution of entire hotel and resort projects, to areas of hotel management, facility planning, administration and manpower development, not only within India but also abroad.

THE ASHOK GROUP

The Ashok Group is known for its unique mix of Indian ambience and hospitality with facilities that are of international standard. The hotel chain has 39 hotels in 32 major tourist destinations with many more coming up in the near future. The range varies from five star deluxe to first class and to budget, depending on tourist needs.

Ashok, Samrat, Qutab, Kanishka, Janpath, Lodhi, Ranjit and Ashok Yatri Niwas – the very names reflect what Delhi has always been – a stage for history. Today, the Hotel Ashok is a meeting point for the people and cultures of the world. It is called the Convention Capital of Ashok Group, which offers over 2,000 rooms, restaurants and bars, a large fleet of luxury coaches and air-conditioned limousines, and the best of shopping and entertainment. Ashok Convention Hall at Ashok, backed by full battery of conference facilities, has a seating capacity of 2500 and is fully equipped to host cocktails, receptions and buffets. All the basic amenities that make a conference successful exist at the Ashok. Ashok's Business Centre further facilitates the conference arrangements. From Hotel Varanasi Ashok, tourists can explore Varanasi, the holy city of the Hindus. Hotel Khajuraho is located close to the famous temples. Hotel Jammu Ashok is a convenient base for excursions to the beautiful valley of Kashmir. Manali in Himachal hills has a moderately priced travellers lodge, Bharatpur Forest Lodge is strategically positioned in the haven of indigenous and migratory birds. Agra, the city of Taj Mahal, has Hotel Agra Ashok.

Six Ashok Group hotels are situated in west India – Jaipur, Jodhpur, Udaipur, Aurangabad, Kolhapur, and Pune. Udaipur has the Palace Hotel. Jodhpur, another colour-drenched city of Rajasthan, has Ratanada Ashok. Aurangabad, situated in the heart of Maharashtra, is the base for

visiting Ajanta and Ellora has Shalini Palace. Ashok in the princely town of Kolhapur and the Executive Ashok in Pune complement the Ashok Group in the west.

The Ashok Group is continuously spreading its wings in South India, besides Bangalore, Mysore, Hassan, Madurai, Kovalam, and Mamallapuram, Pondicherry is the latest to join the Ashok Group map. *Kovalam Ashok Beach Resort* is one of the finest in the world, offering water sports, a centre for yoga; transcendental meditation and rejuvenating oil massage (Abhayanga) facilities.

The centrally located *Madurai Ashok* is equipped with modern amenities and makes a convenient take-off point for trips to Rameswaram, Tiruchinapalli and Thanjavur. Pondicherry with its equable climate offers an ideal beach holiday. Pondicherry Ashok is only 5 km from the world famous Auroville complex. On the eastern coast, the Temple Bay Ashok Beach Resort and Mamallapuram overlooks the sun-lapped, foam-flecked sea. The splended garden city of Bangalore has the finest luxury hotel in south India - Hotel Ashok. It is equipped both for conventions and pleasure sprees, since it provides deluxe suites, varied cuisines, a convention hall, business centre, tennis courts swimming pool and a health club-all under the roof. Transport can be hired for visiting Mysore – the City of Palaces – where one of its royal palaces – the Lalitha Mahal Palace – is a regal Ashok Group hotel. The pride of south India's temple art and architecture are Halebid, Belur and Sravanabelagola, each conveniently accessible from Hotel Hassan Ashok.

Ashok Group hotels at Ranchi, Calcutta, Puri, Bhubaneshwar, Patna and Bodhgaya are suitable portals to a discovery of the East. Patna is a land of antiquity and the base for a pilgrim tours covering Budhist shrines Ranchi is popular for its verdant hillocks, glades, lakes and waterfall, Bhubaneshwar, city of magnificent temples, is an excursion base for the Sun Temple at Konark

and Chilika bird sanctuary. Puri combines the pleasures of a seaside resoriwith the privilege of being one of the sacred pilgrim centres at India.

The sound-proof Airport Ashok at Dum Dum Airport is ideal for transit passengers. From Brahmaputra Ashok at Guwahati, one can explore Kaziranga – the abode of one – horned rhinoceros. In Shillong, the capital city of the northeast state of Meghalaya, Ashok Group is represented by Pinewood Ashok. Japfu Ashok, named after one of the peaks of Nagaland, is positioned at Kohima. Imphal Ashok is loated in Manipur's wooded hills.

Ashok Group is also India's fastest growing hotel chain. New hotels and resorts in the pipeline include destinations like Gulmarg (100-room hotel), Pahalgam (50-cottage resort hotel) and Chandigarh (300-room hotel).

In recent years the Ashok Group of Hotels have classified their hotels in 3 different categories namely Elite, Classic, Comfort.

Under these banners the following Hotels are categorised:-

Elite Hotels

- 1. Ashok Hotel, New Delhi
- 2. Hotel Samrat, New Delhi
- 3. Hotel Airport Ashok, Calcutta
- 4. Kovalam Ashok Beach Resort
- 5. Lalitha Mahal Palace Hotel, Mysore

6. Hotel Ashok, Bangalore

Classic Hotels

- 1. Hotel Kanishka, New Delhi
- 2. Qutab Hotel, New Delhi
- 3. Hotel Janpath, New Delhi
- 4. Hotel Agra Ashok
- 5. Bharatpur Forest Lodge
- 6. Hotel Kalinga Ashok, Bhubaneshwar
- 7. Hotel Bodhgaya Ashok
- 8. Hotel Jaipur Ashok
- 9. Hotel Jammu Ashok
- 10. Hotel Khajuraho Ashok
- 11. Hotel Madurai Ashok
- 12. Temple Bay Ashok Beach Resort, Mamallapuram
- 13. Hotel Manali Ashok
- 14. Hotel Pataliputra Ashok, Patna
- 15. Laxmi Vilas Palace Hotel, Udaipur
- 16. Hotel Varanasi Ashok

Comfort Hotels

- 1. Hotel Ranjit, New Delhi
- 2. Lodhi Hotel, New Delhi

- 3. Ashok Yatri Niwas, Delhi
- 4. Hotel Aurangabad Ashok
- 5. Hotel Lakeview Ashok, Bhopal
- 6. Hotel Brahmaputra Ashok, Guwahati
- 7. Hotel Hassan Ashok
- 8. Hotel Donyi Polo Ashok, Itanagar
- 9. Hotel Japfu Ashok, Kohima
- 10. Pondicherry Ashok
- 11. Nilachal Ashok, Puri
- 12. Ranchi Ashok
- 13. Pineweed Ashok, Shillong

OBEROI Group of Hotels

East India
Company Limited

EAST INDIA HOTELS

Mohan Singh Oberoi, at the age of 22, took his first step through the portals of a "posh" hotel, the Cecil, in Shimla, and went to become a legend in hotel management in India. M.S. Oberoi not only secured a job for Rs. 50/- a month at the Cecil, but soon became a part of management. Since then there has been no looking back for the Oberoi group.

If the first hotel "chain" the Oberoi group put their name to was the Clarkes in Shimla and The Maidens in Delhi in 1934. Their first management possession was the Grand Hotel in Calcutta only five years later. Moreover, if the Clarkes in Shimla, where M.S. Oberoi was based, were a thriving 50 room hotel, the Grand was the 500 room edifice suffering from disrepair and disuse, success, therefore, did not come overnight.

The Oberoi group put in Herculean task of restoration over a period of a whole year to put the hotel back into top gear. But even after the Grand reopened its gates, if continued to suffer under the cloud of history. The bars were full but the rooms were empty. And no hotel can survive without occupancy a basic truth that underlines the Groups economic policies even today.

The initial hiccups notwithstanding the success that the Group made of the Grand earned Mohan Singh Oberoi the title of *Rai Bahadur* conferred upon him by the British Government in 1943.

Since then, he has received as many as 13 awards for his tireless efforts in promoting Indian hospitality to an international clientele. The most prestigious of them was the "Man of the World" award conferred on him by the International Hotel Convention in New York for the expertise and

professionalism with which his name is associated worldwide. Mohan Singh Oberoi is the first hotelkeeper from a developing country to have received this honour.

International Panorama

Stepping out of the Indian subcontinent, at first just across the border into Nepal and then to seven other countries, was a logical extension to the Oberoi success story. Having gained insight into how international hotel companies ran their hospitality business, the group was eager to show the world their unique brand of hotel management. And the chance to do so came with The Soaltee Oberoi, Kathmandu in 1969. Even if it was only across the Indo-Nepal border, it was an important first step towards internationalization – well before the Indian economy was 'liberalized' and well before Indian managerial skills were recognized abroad.

Their next step in the International market was a gaint leap. Barely two years after The Soaltee Oberoi the group took over the Mena House, Cairo in 1971. The Mena House boasts a magnificent setting right next to the pyramids, with 40 acre grounds and a golf-course thrown in for good measure.

This stunning edifice, which oozes 120 years of history was meticulously restored to its original grandeur by the group. The final result of the tremendous effort was a prestigious award for M.S. Oberoi from the Egypt Government. In 1985, he was awarded the Order of the Republic-First Class. Besides, the Oberoi success in Egypt had a chain reaction and opened the doors for the group to the rest of the Arab world. Now, the group has 8 hotels in the region. The other great feather in the Oberoi cap is the Windsor in Melbourne, Australia.

With four decades of experience in global expansion and foreign collaboration behind them, the new liberlised economic policy of India can only spell more success for the Oberoi group. Recognising the limited market in deluxe hotel P.R.S. Oberoi, Managing Director of the Group, has entered into a joint venture with Accor, France, to build and operate a chain of budget hotels in India under the internationally known "Novotel".

The Oberoi, Bombay cost Rs. 650 million to build. It introduced a new concept in Indian hospitality and stunned the world of its offer of the ultimate in the luxury. The lobby of granite and glass, the quiet comfort of the rooms furnished and decorated in pastel colours were all conceived by P.R.S. Oberoi to serve a well-thought out purpose. He was interested in that class of international traveler who would pay a little extra for a lot more comfort. The subdued tones and the high quality of interior design were planned to appeal to the aesthetics of the discerning business traveler.

All this puts Oberoi Hotels International as Asia's largest international hotel chain. But Mr. Oberoi has not been content to let the Group rest on its laurels. Oberoi Hotels has diversified and is all set to market more than just hospitality.

WIDENING HORIZONS

With hospitality as their bas, the Oberoi Group has diversified widely. This includes:

INDIA

1. Airline Flight Catering

- 2. Airport bars and restaurants
- 3. Mercury Travels: Travel and tour agents, car rentals and cargo.
- 4. OBC: Joint venture with CBC. France to provide project management, design and consultancy in construction, world wide.
- 5. Delicatessen products
- 6. Printing press
- 7. Oheroi Software: Marketing and in-house development hotel management software package, worldwide.

INTERNATIONAL

- 1. Luxury Nile cruise ships (2) Egypt.
- 2. Specialty restaurants (3) Egypt.
- 3. Health spa, Saudi Arabia.
- 4. Bakeries, Saudi Arabia.
- 5. Hospital catering, Saudi Arabia.
- 6. Bars and Restaurant, Singapore airport, Hong Kong airport, Kuala Lumpur airport, Malaysia.

Diversification Plans

The Oberoi School of Hotel Management set up in 1966, is the first of its kind in India. The Group has realized as early as the late 40s that the modern up market hotel needed trained personnel, and what better way than to have a ready-made hotel in which to train. Every year, the institute situated in the sprawling grounds of The Oberoi Maidens, produces 50 such professionals. Of the 30 hotels

in the Oberoi chain worldwide, nine of them are members of the "Leading Hotels".

The Oberoi Group Hotels have two principal brands – the deluxe Oberoi brand and the first class international Trident brand. It owns and runs thirty-five luxury and first class international hotels in seven countries. Oberoi Group Hotels India are synonymous across the globe for providing the right blend of service, luxury and efficiency. Five Oberoi Group Hotels are members of "The Leading Hotels of the World" and eight are members of "The Leading Small Hotels of the World", a select association of international luxury hotels chosen for their extraordinary levels of guest comfort and service.

The Oberoi Group Hotels in India have created a niche achieving highest acclaim amongst resort hotels around the world. Internationally recognized for all-round excellence and unparalleled levels of service, The Oberoi Hotels in India have been the recipients of innumerable awards and accolades. A distinctive feature of the Oberoi Group Hotels of India is its highly motivated and well-trained staff.

Oberoi Chain of Hotels in India

1. Hotel Amarvilas - Agra

2. The Trident - Agra

3. The Oberoi - Bangalore

4. Oberoi Maidens Hotel - Delhi

5. The Oberoi - New Delhi

6. Rajvilâs Resort - Jaipur

7. Oberoi Grand - Kolkata

8. The Oberoi - Mumbai

9. Oberoi Towers - Mumbai

10. Udaivilâs Resort - Udaipur

11. The Trident - Udaipur

12. The Trident - Jaipur

13. The Oberoi Mt. Everest - Darjeeling

14. The Oberoi - Bhubneshwar

15. The Jass Oberoi - Khajuraho

16. The Oberoi Cecil - Shimla

17. The Oberoi Clarkes - Shimla

18. The Oberoi Palace - Srinagar

19. The Trident - Madras

20. The Oberoi Beach - Gopalpur on Sea, Orissa

Oberoi Hotels Abroad

1. The Windsor, Melbourne - Australia.

2. The Mena House Oberoi - Egypt, Cairo

3. Ahe Aswan Oberoi - Egypt, Aswan

4. The Oberoi Shehrayar

& Shehrazad - Egypt, Nile

5. Nile Cruisers - Egypt, Luxor, Aswan

6. The Egoth Oberoi - Egypt, El Arish

7. The Oberoi - Indonesia, Bali

8. The Soaltee - Nepal, Kathmandu

9. The Oberoi - Saudi Arabia, Damman

10. The Damman Hotel - Saudi Arabia, Damman

11. The Medina Hotel - Saudi Arabia, Madina

12. The Lanka Oberoi - Sri Lanka, Colombo

DESCRIPTION OF OBEROI HOTELS UNDER STUDY

HOTEL AMARVILAS, AGRA

Location

Airport: 3 km., Railway Station: 3 km., Downtown Area: 1 km.

Description

The grand Oberoi Group's 5-star luxury resort, Amar Vilas Hotel, stands only 600 meters away from the Taj Mahal. Discerning travelers can perceive the fabulous Taj Mahal from the corridors while enjoying the world-class luxury. The widely embraced *Mughal gardens*, terraced lawns, fountains, reflection pools and pavilions complement the classical architecture of the hotel.

Accommodation

All 112 rooms offer unmatched views of the Taj Mahal ,each bedroom has an area of approximately 42 square metres. The wide range of Deluxe rooms available at Hotel Amar

Vilas take it far ahead in the most wanted accommodation options in Agra. The deluxe category rooms are five in number with arched windows, private terraces and spacious suites with a panoramic view of the Taj Mahal. They are: Deluxe Rooms, Superior Deluxe Rooms. Executive Suites, Luxury Suites and Kohinoor Suite.

Amenities

Travel Desk, Barber shop, Courier service, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Conference Facilities, Business Centre, Health Club, Luggage Storage, Gym, Tennis Court, Heated Swimming Pool, Jacuzzi, Library, Spa, Ayurvedic Herbal Treatments.

Services

Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Post, Baby Sitting, Currency Exchange, Newsstand, Secretarial Services, Wake up Service, Private Butler Service.

HOTEL TRIDENT HILTON, AGRA

Location

Airport: 12 km., Railway Station: 10 km., Bus Stand: 10 km.

Description

The Trident Hilton Hotel Agra presents a unique and relaxed ambience as an ideal base to explore the world's heritage site Taj Mahal. This elegant mansion is sprawled in six acres of verdant gardens. The central courtyard and stone work at the hotel revives the Mughal era.

Accommodation

There are 139 well appointed rooms and suites in the Hotel. Centrally air-conditioned rooms are equipped with mini bar, tea and coffee making facilities, electronic safe, direct dial telephone, colour television and satellite transmission. Some rooms are specially meant for the Handicapped persons.

Amenities & Services

Barber shop, Courier service, Front Desk, Conference Facilities, Business Centre, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Swimming Pool, Health

Club, Luggage Storage. Currency Exchange, Newsstand, Secretarial Services, Wake up Service, Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting.

HOTEL OBEROI, BANGALORE

Location

Airport: 8 kms, Railway Station: 12 kms, Bus Stand: 3 kms.

Description

The Oberoi, Bangalore is a super deluxe hotel encircled with verdant gardens in the city of Bangalore. The Hotel belongs to Oberoi Group, one of the leading Indian hotel chains all over the World. It is just 20 minutes run from the Bangalore International Airport. To its esteemed guests the Oberoi offers Private balcony/sit-out with each room, overlooking lush landscaped gardens. The Deluxe Rooms are equipped with fax machine, DVD player, wooden flooring and TV & steam stall in the bathroom.

Accommodation

Hotel has 158 rooms and suites with private balconies all overlooking either the garden or the pool. It offers a variety of accommodation to its guests from *Presidential Suite*, *Deluxe Suite*,

Executive Suite, Deluxe Room, Premium Garden View to Superior Garden View. Unlike others, the Oberoi also offers non-smoking rooms to its guests.

The rooms are centrally air-conditioned with Mini-bar, Color TV/remote control, Satellite/Cable TV, Video/In-house movies, Full size mirror, PC and facsimile plugs, Self dial touch tone telephone (2 line) with voice mail, data port, conference call, Safe deposit box, Steam shower stall (in deluxe rooms only), Herbal amenities in the bathroom, et al.

Amenities

Conference Facilities, Front Desk, Health Club, Wheelchair, Free Newspaper, Parking, Bar, Banquet, Barber shop, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Golf, Table Tennis, Book Shop, Gift Shop.

Services

Travel Desk Service, Hotel Reservations, Car Rental, Doctor on Call, Laundry, Dry Cleaning, Valet service, Butler service, Ironing service, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Beauty Parlour, Shopping Arcade, Spa, Jacuzzi, Sauna, Steam, Sightseeing Trips, Courier service.

HOTEL OBEROI, DELHI

Location

Airport: 22 km., Railway Station: 10 km., Bus Station: 14 km.

Description

The Oberoi, New Delhi is no doubt the most exclusive hotel in Delhi. It has a central location overlooking the prestigious Delhi Golf Club. The hotel is close to the commercial and shopping districts. The Hotel is regarded as hallmark for service, luxurious accommodation and cuisine.

Accommodation

It houses 300 rooms and suites. Its spacious rooms and suites, completely refurbished, feature state of the art facilities for business travelers and include data ports, fax machines, colour television sets with satellite transmission and mini bars. An exclusive feature is the 24 hour personalized butler service.

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Amenities

Conference Facilities, Business Centre, Beauty Parlour, Barber shop, Courier service, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Sauna, Jacuzzi, Swimming Pool, Health Club, Shopping Arcade.

Services

Doctor on Call, Laundry, Valet, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Hair Dryer, Newsstand, Safety Deposit Box, Secretarial Services, Wake up service, Car Rental.

HOTEL RAJVILAS, JAIPUR

Location

Airport: 20 km., Railway Station: 13 km., Bus Stand: 12 km.

Description

Rajvilas is an oasis of elegance and luxury. Set in a traditional Rajasthani fort style with 32 acres of gardens and decorative pools, it is located just 8 km from the Jaipur. A 250 year old 114

Shiv Temple and a Rajasthani "Haveli" or mansion on the premises has been carefully restored. The Haveli has been converted into a Spa offering holistic, ayurvedic and western treatments for beauty and relaxation.

Accommodation

In all the hotel has 71 exquisitely appointed rooms, including three Villas with private swimming pools, thirteen luxury tents, one tented Villa with Pool and fifty-four deluxe rooms. Public areas and guest rooms occupy only five percent of the total area. Deluxe rooms are arranged in clusters of 4 or 6 around a central courtyard.

Amenities

Barber shop, Courier service, Front Desk, Conference Facilities, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Jacuzzi, Croquet Greens, Tennis Courts, Crafts village.

Services

Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Body Massages, Beauty Treatments, Salon Treatments, SPA

Programmes, Speciality Baths, Body Scrubs, Body Wraps, Wake up Service, Elephant Safaris, Secretarial Services.

HOTEL OBEROI GRAND, KOLKATA

Location

Airport: 25 km; Railway Station: 8 km; Bus Stand: ½ km.

 ${\it Description}$

Oberoi Grand is well connected with the main business district of the city. Equipped with the latest amenities, such as electronic key cards the hotel offers the best luxury, comfort and finest facilities for conference and business meetings. The revamped Roxy Wing with swimming pool, garden or town view rooms, has a fresh new look while retaining its old world charm and elegance. Refined color schemes of sienna, powder blue, ivory and beige, accented with rich woods and plush fabrics and appointed with finely detailed classical furniture are other principle features.

Accommodation

Its eminent accommodation includes the luxurious rooms and suites elegantly appointed with plush fabrics and finely detailed classical furniture. For the discerning business traveler, there are modern amenities for communication and in-room entertainment. Amongst the Deluxe Rooms you may choose from A1K, A1Q, and A2T. Amongst the Garden Rooms you may choose from B1K, B1Q, and B2T. Superior Rooms you may opt for C1K, C1Q, and C2T. From the Suites you may choose from AS1, EXE, and BJS.

Amenities

Conference Facilities, Meeting Rooms, Business Centre, Front Desk, Wheelchair, Health Club, Gymnasium, Free Newspaper, Parking, Bar, Banquet, Barber shop, Beauty Parlour, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Tennis, Squash, Golf, Riding, Shopping Arcade, Chemist Shop.

Services

Valet service, Ironing service, Limousine car service, Shoeshine, Spa, Jacuzzi, Sauna, Steam, Courier service, Travel Desk Service, Doctor on Call, Laundry, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Concierge, In room safes, Airport assistance.

THE OBEROI HOTEL, MUMBAI

Locaiton

Airport: 35 km., Railway Station: 3 km.

Description

Located in the hub of the commercial district of Mumbai, The Oberoi is a hotel with distinguished features with a tradition of grand hospitality. It is located close to cities commercial hub and the major shopping centers. The services and amenities offered by the Oberoi are remarkable.

Accommodation

The Oberoi has 337 rooms and suites, centrally air-conditioned, 2-line speaker phone with voice mail facility, facsimile machine, mini bar, hairdryer, colour television and internet in rooms. You may choose from the city view, and the ocean view deluxe rooms, superior rooms, executive suites, deluxe suites, special suites, and presidential suite.

Amenities

The Oberoi Hotel provides remarkable services for the comfort of their customers, these include Business Centre, Separate Executive Floor, Executive Lounge, Beauty Parlour, Shopping Arcade, Swimming Pool, Health & Fitness Centre, Front Desk, Elevator, Free Newspaper, Free Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Room Service,



Conference Facilities and 24 hour Coffee Shop.

Services

Services offered by the Oberoi Hotel are Wake Up Calls, Courier, E-mail & Internet, Car rental, Concierge, Chemist and a variety of shops. Baby Sitting, Beauty Salon, Dry Cleaning, Same day laundry and dry-cleaning, Currency Exchange, Newsstand, Safety Deposit Box and Secretarial Services.

HOTEL HILTON TOWERS, MUMBAI

Formerly known as Hotel Oberoi Towers

Location

Airport: 35 km., Railway Station: 3 km

Description

Excellent - would be the word on your lips, when you will leave after enjoying a wonderful stay at Hotel Hilton Towers. It is a distinguished hotel offering unparalleled

standards of service. The city's main promenade, Marine Drive, lights up in the evening to give a

spectacular view of "Queen's Necklace".

The Oberoi, Mumbai is located in the heart of the city and overlooks the Arabian Sea..

The hotel is within easy access of the business and commercial districts Awarded

"Mumbai's No. 1 Hotel" by Asia Money; "Best Business Hotel 1998" by Asian Wall

Street Journal, Reader's Travel award by Conde Naste Traveller (UK); Best Business

Hotel in Mumbai -Business Traveller Asia-Pacific and voted "Best Hotel in Mumbai" by

Finance Asia Poll.

Accommodation

In all the Oberoi houses 337 rooms and suites. The rooms have been divided into different categories according to their/ view appears out of the window, thise categories are Deluxe Ocean View Rooms, Deluxe City View Room, Deluxe Bay/City View Room, Superior City View rooms, Executive Suite, Deluxe Suite Ocean View,

Special Suite Ocean View and presidential Suite Ocean View. Some prominent facilities provide in rooms are One King bed, centrally air-conditioned, well-appointed work desk and seating arrangement, luxurious granite bathroom, separate powder room, bathtub and shower cubicle, herbal toiletries, weighing scale, private bar, hair dryer and wardrobe with an electronic safe.

Amenities

Hotel Oberoi offers a large number of facilities like Business Centre, Banquet Facilities, Conference Facilities, Beauty Parlour, Health Club, Swimming Pool, Tennis, Discotheque, a fully air-conditioned shopping complex with over 200 shops, Doctor on Call, Laundry, Money Changer. Coffee shop, 24hrs Room Service, Bar, Telephone, Fax, T.V., Safe Deposit, Channel Music.

Services

Services offered by The Hilton Towers are Safety Deposit Box, Secretarial Services, Wake Up Calls, Travel Desk Service, Babysitting service, Beauty Salon, Dry Cleaning, Laundry, Currency Exchange and Newsstand.

Udaivilas Hotel, Udaipur

Location

Airport Domestic: 24 km., Railway Station: 14 km.

Description

The hotel is located on the famous Pichola Lake and has been designed as a traditional Rajasthani Palace. The resort is located in 30 acres of beautifully landscaped gardens, decorative fountains and pavilions which will give it a genuine Rajasthani ambience.

Accommodation

Hotel Udaivilas has 87 rooms. 63 Deluxe, 19 Superior Deluxe, 4 Deluxe Suites and 1 Kohinoor

Suite. All rooms are of 550 square feet offering a wide variety among the above given ranges.

Deluxe Rooms: With a seating area and outdoor terrace. Luxurious marble bathrooms have Victorian freestanding bathtubs, separate shower stalls and private walled courtyards.

Superior Deluxe Rooms: Overlook Lake Pichola and the City Palace or a conservatory that houses Indian spotted deer, wild boar and peacocks.

Deluxe Suites: Have a 10-metre private swimming pool and a private outdoor dining and relaxation pavilion, overlooking the lake and City Palace.

Presidential Suite: A royal residence, with exquisite handcrafted features, antiques and beautiful Indian textiles, the Kohinoor Suite is the ultimate in luxury.

Amenities

Barber shop, Conference Facilities, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Luggage Storage, Spa, Swimming Pool, Gymnasium, Aromatherapy, Library.

Services

Doctor on Call, Courier service, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Secretarial Services, Car Rental, Valet.

HOTEL TRIDENT HILTON, UDAIPUR

Location

Airport Domestic: 26 km., Railway Station: 6 km., City Center: 3 km., Bus Stand: 6km.

Description

The Trident Hilton, Udaipur is located on the banks of the picturesque Pichola Lake and is ten minutes from the city centre. One can reach the hotel directly or arrive at Dudh Talai Jetty for a complimentary boat transfer across Pichola Lake. The hotel provides a perfect base to tour Udaipur, Acclaimed worldwide for its beautiful lakes, Medieval palaces and colourful bazaars.

Accommodation

The hotel has 143 rooms, elegantly furnished overlooking the beautifully landscaped gardens.

The room facilities include - complimentary tea and coffee making facility, electronic personal

safes, direct dial telephones with voice mail and data port, satellite televisions, hair dryers, electronic room locking systems and mini-bars.

Amenities & Services

Conference Facilities, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Barber shop, Safe Deposit Box, Luggage Storage, Swimming Pool, Beauty Salon, Gift Shop. Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Courier service.

TAJ GROUP OF

HOTELS

THE INDIAN HOTEL

COMPANY LIMITED

THE INDIAN HOTELS COMPANY THE TAJ GROUP

The Indian Hotels Company Limited is the parent Company of the Taj Group of Hotels, India's most successful hotel chain.

Initiated by Mr. Jamshedji Nausserwanji Tata, the Taj Group Hotels were started almost a century ago. The company was incorporated in 1902 to promote the *Taj Mahal Hotel*, *Bombay*, which today remains one of the world's truly great hotels. Starting with only the *Taj Mahal Hotel*, *Mumbai (Bombay)*, the Taj Group India now owns more than 50 hotels worldwide.

Though the Taj in Bombay continued to be the epitome of grace and luxury, it was not until the early 70s that the Indian Hotels Company Limited began to expand.

With the growth of tourism the company's operations have, within a span of merely a few decades, expanded into a *chain of 42 hotels in India* and *increased its room capacity from 270 to over 5,500 rooms*. This makes the Taj Group the largest among the leading hotel chains. Today, the Group has won international acclaim for its quality hotels and its excellence in business facilities, service, cuisine and interiors.

The company's professional skills have also been exported abroad. It renders technical and consultancy services to 10 prime hotels in U.S.A., Europe, Middle-East, Africa and neighbouting

countries like Sri Lanka and Nepal. These properties constitute the *Taj International Hotels*. The Taj is the foremost Indian group having the largest number of hotel rooms outside India.

While the growth of the number of hotels of the Taj Group is continuing a major investment is also being channelised into allied activities and other support services.

Gateway Hotels

The Indian Hotels Company Limited has also promoted a hotel company called Gateway Hotels and Gateway Resorts. This company owns and operates a spectrum of economy hotels.

The hotels under the Gateway banner are the Gateway Riverview Lodge (37 rooms) at Chiplun, which is 250 km from Bombay on the Mombay-Goa highway, and the 98 room Gateway Hotel on Residency Road, Bangalore.

Allied Activities

The company has established two large food processing units by way of the Taj Air Caterers in Bombay and Delhi each of which has the *capacity of cater to 9,500 to 10,000 meals a day* – to meet the demands of airline catering. The company has diversified into related food areas such as six confectionery and savory retails in Bombay and four in Delhi, under the banner of *Taj Cake Shop*.

Vertical Integration

An affiliate company, the Taj Trade and Transport Company Limited runs guest facilitation services like travel bookings and car rentals and operates shopping arcades in Taj properties. Another affiliate, Taj Service Limited now offers professional consultancy services in skills development by the Taj Group in *Interior Design, Company Software, Industrial Engineering* and *Systems, Architecture, Landscaping* and *other related areas pertaining to the hotel and hospitality industry.*

Classification of Taj hotels

The *Taj Group Hotels* in India are grouped into strategic business units to get consistency across the different units in the same brand and standardize the product and service across the brands, making them distinct and identifiable. These brands have been classified as Luxury, Business and Leisure.

Taj Luxury Hotels

The Taj Luxury Hotels spread the essence of the Taj experience. With elegantly appointed rooms and modern comforts, these hotels offer the finest standards of hospitality and service. Situated in the main political and commercial cities of India they maintain the highest standards in all the services they offer.

Taj Business Hotels

Vibrant and progressive, they retain the warmth and spirit of India. Placed basically in the India's key commercial cities and towns, the Taj Business Hotels provide every modern facility at attractive rates. These hotels meet the needs of business travelers visiting these cities in the best possible manner. The Taj Business Hotels offer multi-cuisine restaurants and the best corporate facilities in the city.

Taj Leisure Hotels

At the Taj Leisure Hotels, you get everything to fulfil your content. The major attractions include idyllic beach resorts, genuine palaces, turn-of-the-century garden retreats, hotels located close to historic monuments, pilgrim centres and some of India's best wildlife sanctuaries. Following is the list of Taj Hotels in India:

Taj Luxury Hotels

- 1. The Taj Westend, Bangalore
- 2. Taj Bengal, Calcutta/Kolkata
- 3. Taj Coromandel, Chennai
- 4. Taj Krishna, Hyderabad
- 5. The Taj Mahal Hotel, Mumbai
- 6. The Taj Mahal Hotel, New Delhi
- 7. Taj Palace Hotel, New Delhi
- 8. Taj Mahal Hotel, Lucknow

Taj Resort Hotels

- 1. Fisherman's Cove, Chennai
- 2. Fort Aguada Beach Resort, Goa
- 3. The Aguada Hermitage, Goa
- 4. Taj Exotica, Goa
- 5. Taj Holiday Village, Goa

Taj Garden Retreats

- 1. Taj Garden Retreat, Kumarakom
- 2. Taj Garden Retreat, Thekkady
- 3. Taj Garden Retreat, Varkala
- 4. Taj Garden Retreat, Coonoor
- 5. Taj Garden Retreat, Madurai

Taj Business Hotels

- 1. Taj Residency, Bangalore
- 2. Taj Connemara, Chennai
- 3. Taj Banjara, Hyderabad
- 4. Taj Residency, Hyderabad
- 5. Taj President, Mumbai
- 6. Taj Residency, Aurangabad
- 7. Taj Residency, Visakhapatnam

- 8. Taj Residency, Ernakulam
- 9. Taj Residency, Indore

Taj Palace Hotels

- 1. Jai Mahal Palace, Jaipur
- 2. Rambagh Palace, Jaipur
- 3. Lake Palace, Udaipur

Taj Cultural-Centre Hotels

- 1. Taj View Hotel, Agra
- 2. Taj Malabar, Cochin
- 3. Taj Hari Mahal, Jodhpur
- 4. Taj Ganges Hotel, Varanasi
- 5. Hotel Chandela, Khajuraho

Taj Other Hotels

- 1. The Ambassador Hotel, New Delhi
- 2. The Sawai Madhopur Lodge, Madhopur
- 3. Hotel Manjarun, Mangalore

DESCRIPTION OF TAJ HOTELS UNDER STUDY

TAJ RESIDENCY HOTEL

Location

Airport - 6 kms; Railway Station: 5 kms.

Description

The Taj Residency, Hyderabad is set ideally amidst verdant green lawns. Its location makes it a discerning travelers' preferred choice. The precious gift of the Taj Group to the pearl city of India, Hyderabad. Being the trendsetter of the city, it rightly beckons the Nawabi hospitality.

Accommodation

Taj Residency is having a wide variety of 138 Standard and Residency Rooms including 5 suites.

Amenities & Services

Conference Facilities, Business Centre, Health Club, Swimming Pool, Tennis, Beauty Parlour, Barber shop, Shopping Arcade, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Jacuzzi, Sauna, Steam, Baby Sitting, Currency Exchange, Hair Dryer, Newsstand, Secretarial Services, Wake up service, Doctor on Call, Laundry, Valet, Travel Desk Service, Dry Cleaning, Postal Services.

HOTEL TAJ WEST END

f ocation

Airport: 11.5; Railway Station: 2; Bus Stand: 2.

Description

The *Taj West End* is Bangalore's most unique 5-star deluxe hotel. The hotel has a grand teak and marble lobby, giving it an aura of elegance. Nestled among 20 acres of magnificent gardens, the hotel has rooms and suites overlooking wooded glades and rambling pathways dotted with coloured blooms.

Accommodation

There are 129 centrally air-conditioned rooms including 11 suites at the Taj West End hotel in Bangalore. All rooms are elegantly appointed and offer guest amenities like in-room fax, Internet connectivity, 2-line speakerphone with international direct dial facility, mini bar, personal safe, channel music, television with satellite programs. The different categories of rooms include:Rooms with Private Verandah, Poolside Rooms, Luxury Rooms with Sitouts, Luxury Old World Rooms, Taj Club and Suites (Executive, Luxury and Presidential Suites).

Amenities

Conference Facilities, Business Centre, Front Desk, Health Club, Free Newspaper, Parking, Bar, Banquet, Barber shop, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Games.

Services

Travel Desk Service, Doctor on Call, Laundry, Dry Cleaning, Valet service, Ironing service, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Beauty Parlour, Shopping Arcade, Spa, Jacuzzi, Sauna, Steam, Sightseeing Trips, Courier service.

HOTEL TAJ KRISHNA

Location

Airport: 7 kms; Railway Station: 10 kms; Bus Stand: 11 kms.

Description

Step into a world of legendary opulence. Taj Krishna is situated in the city's prestigious Banjara Hills locality. The hotel is close to Hyderabad's business and shopping centres. A grand entrance leads you past carved Dholpur stone pillars and lush Mughal gardens into Hyderabad's most

luxurious hotel- the Taj Krishna Hotel. Guests can enjoy a spectacular view of attractions like Hussain Sagar Lake and the Golconda Fort

Accommodation

Hotel Taj Krishna has 260 rooms including 17 suites offering a broad range of Garden Facing Rooms and luxury rooms for the international business traveler. Equipped with data ports, 2-line telephones, voice mail, in-room safes, and personal tea/coffee makers they ensure a smooth and comfortable stay. 24-hour room service and laundry service are also available.

Amenities

Conference Facilities, Business Centre, Health Club, Swimming Pool, Tennis, Golf, Billiards room, Squash, Badminton Beauty Parlour, Barber shop, Shopping Arcade, Courier service, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Pub, Jacuzzi, Sauna, Steam.

Services

Baby Sitting, Currency Exchange, Hair Dryer, Newsstand, Safety Deposit Box, Secretarial Services, Wake up service, Doctor on Call, Laundry, Valet, Travel Desk Service, Dry Cleaning, Postal Services.

HOTEL TAJ MAHAL

Location

Airport Domestic: 14 km., Airport International: 22 km., City Center: 2 km., Shopping Center: 2 km.

${\it Description}$

Located in the luxuriant environs of Lutyen's Delhi, the hotel is the most distinguished address in the city. The Taj Mahal is a mere 20-minute drive from the airport and minutes away from the city centre.

Accommodation

In all there are 300 centrally air-conditioned rooms including 27 suites. The Superior rooms offer guest amenities like speakerphones with international direct dial facility, Internet connectivity, inroom fax, mini bar, personal safe, channel music and colour television with satellite programmes. Guest amenities at Deluxe Business Rooms also include an in-room fax, personal safe and electric kettle for tea/coffee. The other choice of rooms include Taj Club, Executive Suites and Luxury Suites.

Amenities

Conference Facilities, Business Centre, Beauty Parlour, Barber shop, Courier service, Front Desk, Free

Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Sauna, Jacuzzi, Swimming Pool, Health Club, Golf & Tennis on Request.

Services

Doctor on Call, Laundry, Valet, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Hair Dryer, Newsstand, Safety Deposit Box, Secretarial Services, Wake up service.

Hotel Taj Palace

Location

Airport Domestic: 8 km., Airport International: 13 km., Railway Station: 16 km., City Center: 13 km.

Description

When doing business in New Delhi, do so in a stylish manner: Taj Palace Hotel. Encompassing 6 acres of lush green vegetation, Taj Palace Hotel offers convenience and gentle ambience. Only 10 minutes from the city centre and airport, it boasts an attached Convention Centre offering more than 32,000 square feet of convention area.

Accommodation

There are 421 centrally air-conditioned rooms including 40 suites. The tourists can choose from Superior rooms, Deluxe rooms, Taj Club, Executive Suites, Club Executive Suites or Luxury Suites and Presidential suites.

Amenities

Conference Facilities, Business Centre, Swimming Pool, Health Club, Gymnasium, Beauty Parlour, Barber shop, Courier service, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Sauna, Jacuzzi.

Services

Doctor on Call, Laundry, Valet, Travel Desk Service, Dry Cleaning, Postal services, Baby Sitting, Currency Exchange, Hair Dryer, Newsstand, Safety Deposit Box, Secretarial Services, Wake up service, Car Rental.

HOTEL TAJ BENGAL

Location

Airport: 27 kms, Railway Station: 7 kms, Bus Stand: 42 kms.

Description

Taj Bengal is Kolkata's most exclusive hotel synonymous to luxury, elegance and gracious efficiency. It is ideally placed, close to the city center and prime business area, surrounded by lush green gardens. The distinguishing feature of Taj Bengal is the huge 11,000 square foot Atrium Lobby with dramatic lighting and a unique vertical garden to add to its charm. Nature blooms in every nook and cranny of the hotel, creating an ambience of peace and tranquility.

Accommodation

There are 229 centrally air-conditioned rooms including 13 suites at the Taj Bengal hotel. These rooms are available in six categories as per the amenities offered by them. They are: Superior Rooms, Luxury Rooms, Taj Club, Executive Suites, Luxury Suites and Presidential Suite. They allow general as well as corporate travelers to sink in according to their day- to-day requirement.

Amenities

Conference Facilities, Meeting Rooms, Business Centre, Front Desk, Health Club, Free Newspaper, Parking, Bar, Banquet, Barber shop, Beauty Parlour, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Golf, Shopping Arcade.

Services

Spa, Jacuzzi, Sauna, Steam, Courier service, Travel Desk Service, Doctor on Call, Laundry, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Car Rental.

HOTEL TAJ COROMANDEL

Location

Airport: 15 kms; Railway Station: 7 kms; Bus Stand: 8 kms.

Description

The ambience and décor of the Taj Coromandel is a fine blend of contemporary design and the glory of Southern India. It correctly epitomizes the cultural refinements of the South. Taj

Coromandel, Chennai's most prestigious hotel, is located in the city's prime business and residential district. The hotel offers easy access to shopping and entertainment areas as well.

Accommodation

Each of the 205 guest rooms including 22 suites at the Taj Coromandel indulges the senses with dramatic décor and welcoming overtones of comfort.

All the standard rooms are elegantly appointed and offer guest amenities like speakerphones with international direct dialing facility, Internet connectivity, mini-bar, personal safe, channel music and color television with satellite programs.

The Luxury Rooms are luxuriously appointed, spacious rooms with an in-room fax. They are further classified into: *Taj Club, Executive Suites, Club Suites* and *Presidential Suites*.

Amenities & Services

Conference Facilities, Meeting Rooms, Business Centre, Front Desk, Health Club, Free Newspaper, Parking, Bar, Banquet, Barber shop, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Golf, Table Tennis, Travel Desk Service, Doctor on Call, Laundry, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Beauty Parlour, Spa, Jacuzzi, Sauna, Steam, Courier service.

AGUADA HERMITAGE

Location

Airport: 45 km., Railway Station: 25 km., Bus Station: 15 km.

Description

Situated at the hill- top, The Aguada Hermitage has tried to touch sky in the efforts of providing you a memorable experience in Goa. The Aguada Hermitage features one and two bedroom villas along with

the best facilities as offered by the Fort Aguada Beach Resort.

Accommodation

Take your pick from standard rooms or terrace suites at the main complex. Or a newly designed cluster of 1 or 2 bedroom cottages nestled on a hilltop.

Each room has been given an individual look with the help of colourful tapestry. The Aguada hermitage is like. Exclusively designed rooms are equipped with comfort and luxury. In all there all 32 Standard Rooms, 32 Deluxe Rooms, 24 Terrace Suites and 42 Cottages.

Amenities

Coffee Shop, Room Service, Outdoor Pool, Conference Facilities, Front Desk, Free Newspaper, Free Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Lounge and Night Club.

Services

Services offered by the hotel includes Laundry, Medical, Internet, Travel Desk, Babysitting, Barber Shop, Telephone Service, Florist, Front Desk-24 Hours, Gift Shop, Guest Laundromat, Luggage Storage, Maid Service, Airport Shuttle, Post, Pool, Barber, Beauty Salon, Boutiques, Concierge Desk and Currency Exchange.

FORT AGUADA BEACH RESORT

Location

Airport: 45 km., Railway Station: 30 km., Bus Station: 15 km.

Description

Built in the 88 acres complex at the feet of Arabian Sea, Fort Aguada Beach Resort is prospered with dream like beautiful sceneries, which gives you a feeling of comfort with luxury and style. Fort Aguada Beach resort is built into the ramparts of a 16th century Portuguese Fortress.

Accommodation

Take your pick from standard rooms or terrace suites at the main complex. Or a newly designed cluster of 1 or 2 bedroom cottages nestled on a hilltop. Beautiful interiors combined with magical

outside scenery makes your holiday a journey to the dream world. In all there are 32 Standard Rooms, 32 Deluxe Rooms, 24 Terrace Suites and 42 Cottages. Cottages are available in 2 and 4 bedroom units.

Amenities & Services

Swimming pool, Beauty parlour, Ayurvedic Massages, 24-hour copier/facsimile facilities, Post, Pool, Childcare, Laundry, Medical, Internet, Travel Desk, Barber Shop, Travel Desk, Car Rental, Shopping Arcade, Currency Exchange, Safe Deposit Lockers, Doctor-on-call and Babysitting.

HOTEL TAJ CONNEMARA

Location

Intl. Airport: 17 kms; Railway Station: 5 kms.

Description

Taj Connemara, quite close to the business district, is Chennai's only business hotel which offers a blend of "state of the art" business amenities and a quaint old world charm.

Accommodation

150 centrally air-conditioned rooms including 7 suites constitute the Taj Connemara. The four major categories of rooms are: Standard, Executive, Executive Heritage and Lord Connemara Suites.

Amenities & Services

Conference Facilities, Meeting Rooms, Business Centre, Front Desk, Health Club, Free Newspaper, Parking, Bar, Banquet, Barber shop, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Golf, Table Tennis, Book Shop, Travel Desk Service, Doctor on Call, Laundry, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Beauty Parlour, Spa, Jacuzzi, Sauna, Steam, Courier service, Car Rental.

TAJ EXOTICA

Location

Baga Beach: 18 km., Calangute Beach: 16 km., Dona Paula: 7 km., Airport: 27 km.

Description

With the Taj Exotica set like a jewel amidst lush foliage, the Arabian Sea gently lapping against its pure white beach, what more charming way to begin the journey of paradise than here. Where the

stretches of pristine sand heighten the beauty of the most secluded beaches in Goa. As you sweep into the portico from the sleepy little village of Benaulim, you are surprised by the easy life, the peace, and the friendly smiles.

The sheer architectural grandeur of the hotel is breathtaking. From the majestic fountain in the sun drenched atrium, to the wide corridors that take you back in time, the Taj Exotica lifts you out of the mundane and gently places you in a wide-open Eternity of Space.

Accommodation

The hotel has 140 centrally air-conditioned rooms including two Presidential villas with private plunge pools.

All rooms are very spacious, luxuriously appointed and have a private balcony that looks out on to the Arabian Sea. Guest amenities and facilities include personal safes and extra-large bathrooms. The Taj Exotica has been subtly divided into a main block which houses spacious deluxe and luxury rooms; and the villa block with 2 and 4 room villas. The airy deluxe rooms offer a harmony of grace and comfort. Later, as you enjoy the seclusion of a separate shower cubicle or soak in your bath, you feel ready to explore the vast expanse of this 56-acre Eden. An elegant blend of Goan and Portuguese styles, each villa is a delight to behold. It is a haven of privacy reposing in a lush ambience of solitude.

Amenities

Taj Exotica is very particular about your comfort and entertainment. We provide you a wide range

of water games like wind surfing, sailing, speedboats and para - sailing. Zacuzzi facility with swimming pool is also available. Concierge, Free Newspaper, Free Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Lounge, Coffee Shop, Conference Facilities, Meeting Facilities. Other recreational facilities include a 9-hole mini golf course, 3-hole putt and pitch golf course, beach volleyball, basketball and giant chess board. Indoor recreational facilities include table tennis, billiards, computer games, card room and library.

Services

It provides many services for the convenience of tourists like Doctor-on-call, Babysitting and Driver's dormitory, Room service Laundry Service, Post, Pool, Barber, Laundry, Business Centre, Beauty Parlour, Travel Desk, Car Rental and Shopping Arcade.

THE TAJ MAHAL HOTEL

Location

Airport: 30 km., Railway Station: 2.5 km

Description

Taj Mahal Hotel, Mumbai, situated on the waterfront, is a gracious landmark facing the Gateway of India. When the hotel opened in 1903, it had no parallel in the city, and possibly in the country.

Although the hotel has seen much change, including the addition of a contemporary Tower Wing in 1973, it has retained most of its original charm.

As a member of the select group of "Leading Hotels of the World". The Taj Mahal offers guests a unique blend of warm hospitality, luxurious accommodation and contemporary amenities and services. The hotel has played host to many prominent personalities including royalty and heads of state. The Taj Mahal Hotel is 30 km from the airport and minutes away from the city's prime commercial, banking and shopping districts.

Accommodation

Elegant and spacious guests rooms, now extensively upgraded, offer hi-speed Internet access to ensure you are always connected to the world. Interactive televisions provide a host of information at your fingertips to make life that much easier. Efficient and personalized assistance further ensures you have a pleasant and comfortable stay.

In all there are 582 centrally air-conditioned rooms including 49 suites at the Taj Mahal Hotel. Internet connectivity, 2-line speakerphones with international direct dial facility and voice mail. Mini bar, personal safe, channel music and television with satellite programs. A complimentary inroom fax can be provided on request. Guests have a choice of rooms that overlook the city or face the Gateway of India and the Arabian Sea.

Amenities

The amenities offered by hot Taj Mahal are Swimming pool, Fitness centre, Spa, Beauty Parlour, Barber Shop, Travel Desk, Car Rental, Pastry Shop, Book Shop and Shopping Arcade, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Room Service, Conference Facilities, Business Centre.

Services

The services available at Baby Sitting, Dry Cleaning, Laundry, Currency Exchange, Newsstand, Safety Deposit Box, Secretarial Services, Wake Up Calls, Courier and Doctor-on-call.

HOTEL AMBASSADOR

Location

Airport: 20 km., Railway Station: 6 km., Bus Station: 15 km.

Description

The Ambassador Hotel is 17 km from the domestic airport, and 22 km from the international airport. The hotel is located near the city's business and shopping districts making itself an ideal

place to put in. Famous attractions like the Lodhi Gardens and Humayun Tomb are also easily accessible from the hotel.

Accommodation

There are a total of 88 centrally air-conditioned rooms including 12 Luxury suites. The choice of rooms range from Standard rooms to Superior, Executive and Deluxe suites.

Amenities & Services

Beauty Parlour, Barber shop, Courier service, Front Desk, Free Newspaper, Parking, Bar, Banquet. Restaurant, Safe Deposit Box, Conference Facilities, Business Centre Travel Agents, Doctor on Call, Laundry, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Safety Deposit Box, Secretarial Services, Wake up service.

HOTEL TAJ HARI

Location

Airport: 5 kms; Railway Station: 3 kms; Bus Stand: 2 kms.

Description

Taj Hari Mahal - A royal palace, a perfect blend of tradition and modernity. Luxurious accommodation coupled with contemporary amenities, everything and anything for a tourist or a business traveler. Forget all your blues amidst the beautiful landscapes and the blue buildings.

Accommodation

There are 93 elegantly appointed rooms, including 3 suites, with a fine taste of the grandeur of the bygone era along with the modern amenities like modems and data ports. Most of the rooms lead out onto a stunning balcony from where you can command a pleasant view of the bustling city or the shimmering blue pool.

Amenities & Services

Conference Facilities, Business Center, Front Desk, Free Newspaper, Coffee Shop, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Barber shop, Luggage Storage, Swimming Pool, Health Club, Spa, Gymnasium, Shopping Arcade. Jacuzzi, Sauna, Steam, Courier service, Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand.

TAJ RESIDENCY HOTEL

Location

Airport: 4.5 kms, Railway Station: 7 kms; Bus Stand: 7 kms.

Description

Zooming a spectacular view of the city and the Ulsoor Lake, the hotel is equipped with comprehensive business facilities, the finest restaurants as well as bars. The legendary Taj tradition of hospitality and service make it every business magnate's first choice in Bangalore.

Accommodation

A varied choice of 163 air-conditioned Rooms and 5 suites with the most required facilities are offered at the Taj Residency of Bangalore. Exclusively designed for Residency Room guests, the gracious Residency Lounge serves complimentary breakfast and has its own private bar and library. The three categories of deluxe rooms available at the Taj Residency is: Standard, Residency and Executive Suites.

Amenities

Conference Facilities, Business Centre, Meeting Rooms, Front Desk, Health Club, Gymnasium, Free Newspaper, Parking, Bar, Banquet, Barber shop, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Golf, Table Tennis, Pastry Shop.

Services

Travel Desk Service, Doctor on Call, Laundry, Dry Cleaning, Valet service, Butler service, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Beauty Parlour, Shopping Arcade. Spa, Jacuzzi, Sauna, Steam, Courier service, Secretarial Service, Car Rental.

HOTEL TAJ VIEW

Location

Airport: 10 km., Railway Station: 6 km., Bus Station: 4 km.

Description

Taj-View Hotel allows the visitors to live in luxury gazing at the Taj Mahal from their lobbies whenever they feel like. The hotel also offers extensive business and banqueting facilities and is home to Agra's only 24-hour, multi-cuisine restaurant.

Accommodation

You can pick and choose your desired room from a variety of accommodation options available at the Taj - View Hotel of Agra. The hotel offers 100 rooms including 5 executive suites to its guests for their comfortable stay in Agra. The special category rooms include: Garden-Facing Rooms, Taj-Facing Rooms, Taj-Facing Deluxe Rooms and Executive Suites. All of the suites offer a magnificent view of the Taj Mahal.

Amenities

Barber shop, Courier service, Front Desk, Conference Facilities, Business Centre, Swimming Pool, Health Club, Luggage Storage, Car Rental, Shopping Arcade, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box.

Services

Newsstand, Secretarial Services, Wake up Service, Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange.

HOTEL LAKE PALACE

Location

Airport Domestic: 26 km., Railway station: 3 km., Bus Stand: 3 km

Description

The Lake Palace with a unique mystique is surrounded by the sparkling Lake Pichola. This expansive building covers an area of about 4 acres including beautiful trees and gardens. Here, dining is a pleasure during the day and magic at night. Nothing intrudes your privacy, peace and tranquility. Leaving you to wonder if paradise can be this serene. Probably the most romantic hotel in the world, this 250-year old palace offers guests a unique blend of serenity and opulence.

Accommodation

The Lake Palace houses 84 rooms including 17 beautiful suites and 53 Deluxe rooms. The rooms and the suites of the hotel are elegantly designed; with a particular theme, decorated with textiles and handicrafts of the region. The royal banquet rooms are now reception rooms, bars and restaurants. Apartments like Bada Mahal, Khush Mahal, Sajjan Niwas, Phool Mahal and the Dhola Mahal add to the romantic setting and give a taste of the regal splendor of a bygone era.

Amenities

Barber shop, Front Desk, Conference Facilities, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Luggage Storage, Shopping Arcade, Swimming Pool, Mini Gym.

Services

Doctor on Call, Courier service, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service.

HOTEL JAI MAHAL PALACE

Location

Airport: 14 km., Railway Station: 1 km., Bus Stand: 2 km., City Center: 3 km

Description

The palace is set amidst 18 acres of beautifully landscaped Moghul gardens, spread over 3 levels.

The 255 year-old Jai Mahal Palace, is a masterpiece in the Indo Saracenic style of architecture.

The hotel has 102 rooms designed to transport guests into a world of unimaginable opulence and luxury.

Accommodation

Jai Mahal Palace has 102 rooms with 70 standard rooms, 27 large rooms and 5 suites. Most rooms give a breathtaking view of the moghul gardens or the swimming pool.

Representing an independent and different theme, The Topaz Suite, The Crystal Suite, The Jaipur Suite, The Peacock Suite & The Gangaur Suite are all located on the first floor. The front door of every suite opens to the grand corridor overlooking the moghul gardens.

The other amenities offered at the Jai Mahal Palace Hotel comprises of 24-hour room service, Free safe deposit lockers, Express laundry/dry cleaning, Purified water supply, Doctor-on-call, 24-hour fax/telex facilities, Secretarial service, Currency exchange, Travel assistance, Car hire service, 3 Restaurants & a Bar Shopping arcade, Solar heated swimming pool and Beauty Parlor/hair salon.

Amenities & Services

Conference Facilities, Courier service, Front Desk, Free Newspaper, Parking, Bar, Banquet, Barber shop, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Lawn Tennis, Badminton, Basketball, Croquet, Pool Table, Table Tennis, Indoor Board Games, Jogging, Yoga Sessions. Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Beauty Parlour, Shopping Arcade.

HOTEL TAJ BANJARA

Location

Airport: 3 kms; Railway Station: 4 kms; Bus Stand: 6 kms.

Description

Hotel Taj Banjara is quite sophisticated placed amidst a unique and picturesque precinct. It is an architectural masterpiece with majestic appeal spruced with lush greenery, tranquil fountains and an enchanting view of Lord Buddha in the Hussain Sagar Lake. Besides these distinctions and facilities it is a premium business hotel giving utmost importance to hospitality.

Accommodation

The Hotel Taj Banjara houses 180 elegantly appointed rooms and suites - Deluxe, Lakeview and Corporate Club. In addition there is an exclusive Executive floor with its own Business Lounge, elevator and many more exclusive privileges.

Amenities

Conference Facilities, Business Centre, Health Club, Swimming Pool, Tennis, Golf, Beauty Parlour, Barber shop, Shopping Arcade, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Jacuzzi, Sauna, Steam.

Services

Baby Sitting, Currency Exchange, Hair Dryer, Newsstand, Safety Deposit Box, Secretarial

Services, Wake up service, Doctor on Call, Laundry, Valet, Travel Desk Service, Dry Cleaning,

Postal Services, Boat riding, City Guided Tour, Airport pick up, Language Translation Services,

Doctor on call, Courier service.

TAJ MALABAR HOTEL

Location

Airport: 40 km., City Center: 5 km.

Description

Taj Malabar combines the old world charm with unparalleled luxury. The Taj Malabar takes its

very character from this beautiful city. Situated on the Willingdon Island with a magnificent view

of the harbor, it has elegantly designed interiors a heritage wing built in 1935 and brings you the

very best in contemporary comfort all of which it the perfect place to start any journey through

Kerala.

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Accommodation

In all the Taj Malabar Hotel comprises of 97 rooms. There are 21 Harbour View Rooms, 28 Sea View Rooms, 7 Sunset Rooms and 7 Executives Suites in the Tower Wing. The Heritage Wing comprises of 25 Superior Rooms, 6 Sea View Rooms/ 2 Deluxe Suites. Standard Rooms: All rooms are elegantly appointed and offer guest amenities like with international direct dial facility, channel music and color television with satellite programs. New Wing Rooms offer breathtaking views of the waterfront and Chinese fishing nets or spectacular views of the harbor. Corner rooms offer views of the waterfront, harbor and of the sunset. Heritage Wing Rooms comes with a Victorian touch, overlooking the waterfront or lush gardens. Choose from 7 Executive Suites and 2 Deluxe Suites. Suites in the New Wing have balconies with splendid waterfront views, while those in the Old Wing are decorated using Indian and Chinese themes.

Amenities

The Taj Malabar hotel offers excellent amenities to make its customers comfortable in all possible ways. The facilities includes Internet Access in Rooms, Meeting Facilities, Secretarial Service, Hair Dryer In Room, Night Club, Coffee Shop, Room Service, Wheel Chair Access, Bus Parking, Indoor Parking, Front Desk, Business Center, Elevator, Free Newspaper, Free Parking, Bar, Restaurant, Safe Deposit Box, Heated Pool, Jacuzzi, Sauna and Conference Facilities.

Services

The services offered by The Taj Malaber hotel are In Room Telephone Service, Florist, Front Desk-24 Hours, Maid Service, Beauty Salon, Concierge Desk, Currency Exchange, Wake Up Service, Post, Barber, Laundry, Medical, Pet, Internet, Travel Desk, Babysitting and Barber Shop.

HOTEL RAMBAGH PALACE

Location

Airport: 11 km., Railway Station: 4 km.

Description

When it comes to comfort, hospitality and professionalism, you will find one of The Taj Group's finest hotels - Rambagh Palace. Rambagh was given the status of a palace when Maharaja Sawai Man Singh II returned to his childhood home in 1925. Rambagh Palace, evenly spread in 47 acres, was finally converted into a hotel in 1957. The management was then entrusted to The Taj Group in 1972. The palace has since blossomed into one of the finest Hotels in India.

Accommodation

There are a total of 106 centrally air-conditioned rooms including 6 suites. The available categories are, Standard Rooms, Superior Rooms, Luxury Rooms, Historical Suites, Grand Luxe Suites and Presidential Suites.

Amenities

Barber shop, Front Desk, Free Newspaper, Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Conference Facilities, Luggage Storage, Indoor Swimming Pool, Fitness Centre, Beauty Parlour, 162

Shopping Arcade. Facilities for sports like tennis, squash, badminton, table tennis, croquet, billiards and mini-golf are also available.

Services

Courier service, Doctor on Call, Laundry, Travel Desk Service, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service, Secretarial Services, Car Rental.

SAWAI MADHOPUR LODGE

Location

Airport: 172 kms; Railway Station: 1 kms; Bus Stand: 2 kms.

Description

Maharajah Sawai Man Singh-II built the Sawai-Madhopur Lodge for hunting purposes, a favorite pastime of the royal family of Jaipur. Later on it was converted into a hotel. In fact the entire town of Sawai Madhopur is world renowned for the famous and historical Ranthambhore National Park.

Accommodation

The Sawai Madhopur Lodge has 17 Standard Rooms, 10 Superior Rooms, 2 Suites and 6 Tents available. The room facilities include running hot and cold water, an attached bath and a telephone.

Amenities

Conference Facilities, Business Center, Front Desk, Free Newspaper, Coffee Shop, Parking, Bar, Banquet, Restaurant, Safe Deposit Box. Barber shop, Luggage Storage, Swimming Pool, Health Club, Spa, Gymnasium, Shopping Arcade, Wildlife films, Yoga, Nature Walks, Horse riding.

HOTEL TAJ PRESIDENT

Location

Airport: 35 km., Railway Station: 3 km.

Description

One of the finest business hotels in India The Taj President is known for its warm hospitality. It stands in a midway between the cities business centre and shopping complexes on one side and at the same time it has the aura of peace and tranquillity. The breathtaking view of harbour and city takes all your worries away.

Accommodation

The Taj President comprises of 300 rooms including 20 suites, all of them centrally air-conditioned and each one of them are complemented with all premium comforts and facilities like the 24-hour rooms service, Free safe deposit lockers, Express laundry/dry cleaning, Purified water, Doctor on call, Babysitting, Fully equipped Business Center, 24-hour Fax/Email/Internet, Work-station availability, Currency Exchange, Travel Assistance and the Car Rental.

Amenities & Services

Amenities provided by The Taj President Hotel includes Swimming pool, Fitness Centre, Beauty Parlour, Barber Shop, Travel Desk, Car Rental, Pastry Shop, Currency Exchange, Safe Deposit Lockers, Coffee shop. Bar, Telephone, Fax. T.V., Channel Music, Business Centre, Banquet Facilities and Conference Facilities.

Services

Services offered the hotel are Wake Up Calls, Travel Desk Service, Baby Sitting, Doctor-on-call, 24hrs Room Service, Dry Cleaning, Laundry, Currency Exchange, Newsstand, Safety Deposit Box and Secretarial Services.

HOTEL GARDEN RETREAT

Location

Bus Station: 1 km., Airport: 134 km., Railway Station: 114 km

Description

Taj Garden Retreat is a place filled with luxury amidst the rustic woods. It is situated at the periphery of the Peryar Wildlife Sanctuary. At sanctuary allows visitors an opportunity to view elephants, wild boar, deer and other wild animals while cruising on the Periyar Lake. Visitors can also commune with nature by embarking on a jungle trek with a forest warden.

Accommodation

The hotel comprises of 32 rustic, thatched roof villas located on the periphery of the famous Periyar Wildlife Sanctuary. This charming resort, 2,700 feet above sea level boasts of spacious rooms replete with fine wood décor and adorned by beautiful natural fabrics. The resort allows you to live in the midst of nature in absolute luxury.

Amenities

Amenities available at the Garden Retreat are Night Club, Coffee Shop, Room Service, Parking, Conference Facilities, Meeting Facilities, Front Desk, Business Center, Free Newspaper, Free

Parking, Bar, Restaurant, Safe Deposit Box and Secretarial Service.

Services

Services offered by The Garden retreat includes Barber Shop, Beauty Salon, Currency Exchange, In Room Telephone Service, Florist, Front Desk-24 Hours, Post, Barber, Laundry, Travel Desk, Babysitting, Luggage Storage, Maid Service and Wake up service

HOTEL TAJ HOLIDAY VILLAGE

Location

Airport: 45 km., Railway Station: 12 km., Bus Station: 15 km

Description

A picturesque landscape at the Taj Holiday Village spreads the charm of simplicity. Very simply built resort in the exotic ambiance steals your heart. Facing the white sand beach.

Accommodation

Truly a home away from home, cottage at Taj Holiday Village are available with two, three, four even six and eight bedrooms. So, to have a unique experience you are welcome at Taj Holiday Village. In all there are 78 Standard Rooms, 57 Cottages, 5 Villas and 2 Sea View Villas.

Amenities & Services

Taj Holiday Village offers facilities like Front Desk, Free Newspaper, Free Parking, Bar, Banquet, Restaurant, Safe Deposit Box, Lounge, Night Club, Coffee Shop, Room Service, Outdoor Pool, Conference Facilities, Hair Dryer In Room. Services available at Taj Holiday Village are Post, Pool, Barber, Laundry, Medical, Internet, Travel Desk, Babysitting, Barber Shop, Beauty Salon, Boutiques, Concierge Desk, Currency Exchange, In Room Telephone Service, Florist, Front Desk-24 Hours, Gift Shop, Guest Laundromat, Luggage Storage, Maid Service, Airport Shuttle.

TAJ GARDEN RETREAT

Location

Bus Station: 4 km., Railway Station: 3 km

Description

Taj Garden retreat is a beautiful building located amidst the wonderful landscape, colourful flowers further enhances the charm of that place.

Accommodation

The hotel has 30 very spacious and well furnished rooms. Each room has a separate balcony. Guest

amenities include, international direct dial facility and color television with satellite programs.

Amenities & Services

Guest amenities available at the hotel are Coffee Shop, Room Service, Parking, Non-Smoking

Room, Front Desk, Free Parking, Bar, Restaurant and Lounge. Services offered by the hotel are

Luggage Storage. Newspaper, Doctor on Call, Post, Internet, Currency Exchange and In Room

Telephone Service.

FISHERMAN'S COVE

Location

Airport: 32 km., City Center: 28 km.

Description

The Fisherman's Cove is the finest beach resort in Tamil Nadu. Once a Dutch Fort, it has been

renovated as a 5 Star hotel alongside the most verdant coast of the Bay of Bengal. Conforming to

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the highest international standards, Fisherman's Cove offers a wide choice of accommodation catering to the needs of travelers.

Accommodation

Fisherman's Cove offers 88 rooms and cottages. The tourists can choose from a range of rooms - of luxury cottages, sea facing cottages and standard rooms - with lovely views of the palm-fringed beach, lapped by the waters of Bay of Bengal. The palm trees on the beach dot a number of cottages at the hotel.

Amenities

Conference Facilities, Meeting Rooms, Business Centre, Front Desk, Health Club, Free Newspaper, Nature Trails, Turtle Walks, Catamaran Rides, Beach Volleyball, Football, Cycling, Tennis, Badminton, Fishing, Parking, Bar, Banquet, Barber shop, Restaurant, Safe Deposit Box, Luggage Storage, Swimming Pool, Indoor Games, Library.

Services

Beauty Parlour, Spa, Jacuzzi, Sauna, Steam, Courier service, Travel Desk Service, Doctor on Call, Laundry, Dry Cleaning, Postal Services, Baby Sitting, Currency Exchange, Newsstand, Wake up Service.

HOTEL GARDEN RETREAT

Location

Railway station: 16 km., Bus stand: 16 km., Shopping center: 15 km, Airport (Dom.): 115 km., Airport (Intl.): 115 km.

Description

Hotel Garden retreat promise you to provide the comfort of a home away from home that too with the added advantage of getting the feel of the exotic glory of nature.

Accommodation

Accommodation is available with a living room, separate dining area, spacious bedrooms, attached bathroom and a sun deck. The facilities available are Attached bath, Shower, Work Desk, Safe Deposit Box, AC, Cable TV, Direct Phone, Channel Music and Smoke alarms.

Amenities & Services

Garden Retreat offers facilities like Front Desk, Concierge, Restaurant, Safe Deposit Box, Room Service, Room-Service 24 Hours, Outdoor Pool, Meeting Facilities. The services offered by hotel Garden retreat includes Post, Pool, Laundry, Medical, Concierge Desk, Currency Exchange, In Room Telephone Service, Luggage Storage and Wake Up Service.



INDIAN TOBACCO COMPANY

WELCOM GROUP

Welcom group 22 hotels, palaces and resorts in centers of tourist and business interest across India, offers visitors the widest spread of any private sector hotel chain in the country. Each hotel is distinct from the others, taking its cue from local tradition in terms of architecture, decor and cuisine. Diverse Indian elements blend beautifully with the most stringently maintained standards of efficiency and comfort, bound together by a code of warm and thoughtful service.

Welcom group has a marketing and reservations agreement with Sheraton for its three hotels in New Delhi, Agra and Madras, which have added the Sheraton name to their own. Several other hotels are likely to become Sheraton affiliates in the near future.

In the ten years since the first hotels opened in Madras, Welcom group emerged as Indian's fastest growing hotel chain.

The North

In Agra, Welcom group Mughal Sheraton is the only building in India which has received the Aga Khan Award for Excellence in Architecture.

At Jaipur, capital of Rajashtan, the Welcom group Mansingh offers colourful Rajashtani furnishings and cuisine from the princely homes of this once-royal state. At Jodhpur, on the edge

of the desert is the Welcom group *Umaid Bhawan Palace*, the Maharaja of Jodhpur's residence on a hill overlooking the town.

Further north in the valley of Kashmir, the Welcomgroup has Gurkha Houseboats. These floating homes anchored on a lotus-smattered lake, are furnished with carved fittings, carpets and curtains which reflect the states wealth of handcrafted objects.

The Most Exclusive

A Welcom group hotel anywhere in India, understands the special needs of both, the tourist and the business traveller. Welcom group service provides innovative business facilities and all the amenities and assistance required to transact business in the most effective manner.

The Tower Service rooms at the Welcom group Maurya Sheraton, Delhi provides a range of facilities designed for the business traveller. Super fast elevators, direct dial long distance telephones, free secretarial and other business services, a separate check-in and a late check-out facility are a few of the facilities offered. Close to the Tower Service rooms, is the Business Centre, equipped with all the latest office machines, tastefully appointed meeting rooms and offices, and staffed with secretaries efficient. Another amenity at the Welcom group Maurya Sheraton is the Towers Club, open exclusively to Towers Service guests. The club provides elegantly designed leisure and work spaces, a bar cum library, a private dining room with special menus, a mini health club and three meeting rooms.

In *Bombay*, two floors at the Welcom group Sea Rock are devoted entirely to *Executive Chambers* and *Business Centre*. The Sea Rocks has 5 specialty restaurants, swimming pool beside the sea and, its well-equipped health club.

In *Madras*, the Welcom group *Chola Sheraton*, and the Welcom group *Adayar Park*, have splendid Park Service and Business Centres.

In *Bangalore*, is the elegant Welcom group *Windsor Manor*, recreates the graciousness of the city's colonial past as it reflects its productive present in its decor, cuisines and efficiency along with The Manor Service and Business Centre.

In Hyderabad, the Grand Kakatiya & Towers, one of Welcome groups most prestigious property.

Welcom Group Hotels at a Glance

<u>City</u>	<u>Address</u>	<u>Rooms</u>
Agra		
Mughal Sheraton	Tajganj, Agra – 282001, Uttar Pradesh.	200
Mumtaz	Fatehabad Road, Agra - 282001, U.P.	40
Aurangabad		
Rama International	R-3, Chikalthana, Aurangabad, Maharashtra	75

Bangalore Windsor Manor 25, Sankey Road, Bangalaore, Karnataka. 240 Baroda Varodara R.C. Dutta Road, Baroda, Gujrat. 141 Bhavnagar Nilambagh Palace Bhavnagar-364002, Gujrat 14 Bombay Sea Rock 406 Lands End, Bandra, Bombay, Maharashtra. Goa Vaiguinim Beach, Dona Paula, Goa. 101 Cidade de Goa Gwalior Jayendraganj Lashkar Gwalior, Madhya Pradesh. 25 Usha Kiran Palace Jaipur Sansar Chandra Road, Jaipur, Rajasthan. 100 Mansingh

Jodhpur - 342006, Rajasthan.

JodhPur

Umaid Bhawan Palace

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Kargil Ladakh

Highlands Baroo, Kargil-094105, Ladakh, 40 Jammu &. Kashmir. Khimsar Royal Castle P.O. Khimsar, Dist. Nagaur, Rajashtan. 14 Madras Chola Sheraton 10 Cathedral Road, 135 Madras-600086, Tamil Nadu. Adayar Park 132 T. T.K. Road, P.O. Box-1453, 160 Madras, Tamil Nadu New Delhi Diplomatic Enclave, New Delhi. 500 Maurya Sheraton Patna South Gandhi Maidan, Patna, Bihar. 80 Maurya Patna Bhutan Phuntshoking Hotel Druk Phuntsholing, Bhutan. 32

Port Blair

Andaman Islands

Marine Hill, Port Blair-744101,

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Bay Island

Andman & Nicobar Islands.

Srinagar

Gurkha Houseboats

P.O. Box 57, Srinagar-190001,

17

Jammu & Kashmir.

(5 Houseboats)

Waikkal Sri Lanka

The Dolphin

Kammala South, Waikkal, Sri Lanka.

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MUGHAL SHERATON

Mughal Sheraton, resort for the Taj Mahal

Set in 24 acres of landscaped gardens, the award winning architecture of the Welcom group, Mughal Sheraton was inspired by the dynasty from which it takes its name.

Location

Airport: 12 km, Railway Station: 6 km, Taj Mahal: 1 km, Agra Fort: 2.5 km, City Centre: 4 km

Accommodation

200 rooms and suites, including Presidential Suites, deluxe Indian rooms and rooms with a view of the Taj Mahal.

Dining Entertainment

Nauratna : Mughlai and Awadh Specialities.

Bagh-e-Bahar : Continental cuisine Dance band. B/L/D.

Taj Bano : Multi-cuisine buffet restaurant B/L/D.

Samovar : Tea lounge with a view of the Taj Mahal.

Maikhana : Lobby Bar

Mahjong Room : Chinese restaurant and bar L/D.

Roe's Retreat : Garden pavilion restaurant.

Business Conference and Banquet Facilities

a) Telex, secretarial services

b) Diwan-e-khas: Seats 150

c) Majlis: Seats 50

d) Mehfil: Seats 25

e) Gulistan: Garden for weddings or banquets for up to 1000

Services Facilities

Direct dial telephones, Laundry and dry-clean, 24-hours room service, Money changer, Bank, safe deposit, Sopping arcade, Health club, beauty parlour, Travel agency, Doctor on call.

WINDSOR MANOR SHERATON & TOWERS

Location

Airport: 10 km, City Centre: 5 km, Vidhana Soudha: 2 km

Accommodation

140 rooms and suites

Dining

The Wellington Room

Mughal, South India and Continental cuisine.

The Nelson Pavillion

24 hours restaurant.

The Royal Afghan

Poolside barbecue from North-West Frontier specialities.

The Royal Derby

English style pub.

Business, Conference and Banquet Facilities

Manor rooms with special amenities for business travellers

Busines Centre: Secretarial telex and photocopying services. Word processor, video, fully furnished offices and boardroom.

Manor Club

The Regency: Seats 250

The Westminster Room: Seats 100, adjacent, terrace.

House of Lord: Committee Room Seats 50

Amenities

Channel music, 24-hour room service, Laundry and dry cleaning, Bank, safe deposit and money changer, Departmental store, Travel agency, Beauty parlour and barber shop, etc.

HOTEL VADODARA

Location

Airport: 8 km, Railway Station: 2 km, City Centre: 2km

Dining Facilities

Coffee shop and specialty restaurant

Business, Conference and Banquet Facilities

Business Centre, Banquet hall : Seats 200, Conference room : Seats 30

Amenities

24-hours room service, Laundry and dry-cleaning, Money Changer, Safe Deposit, Shopping arcade, Health club, Beauty parlour, Travel agency, Doctor on call, etc.

SEA ROCK SHERATON

Location

Domestic Airport: 8 km, International Airport: 18 km, Railway Station: 15 km, City Centre: 15 km

Accommodation

406 rooms and suites including a split-level Presidential suite

Dining

Palace of the West

Empress

:

Revolving rooftop restaurant Chinese cuisine.

The Lobster Pot

Seafood delights.

Earthern Over

Vega

North-West Frontier cuisine.

Pure vegetarian Indian specialities.

Oceanic

:

24-hours coffee shop

Kanakona

D. 1

Pub and cocktail lounge overlooking the sea.

Business, Conference and Banquet Facilities

Sea Rock Chambers :

Executive rooms with special amenities the business traveler.

Business Centre

Secretarial services, telex, word processor etc.

Imperial Room

Seats 50.

Anchorage

Seats 120

Sandpiper Room

Seats 60.

Seagull

Seats 40.

Captains Table

Seats 70

Two committee rooms

Seats 20 each

Amenities

Channel music, 24-hours room service, Laundry and dry-cleaning, Bank safe deposit and money changer, Doctor on call, Shopping arcade, Beauty parlour and barber shop, Valet service, Travel agency, Courtesy coach to city centre and back, etc.

CIDADE DE GOA

Location

Airport: 26 km. Panaji City Centre: 7 km

Accommodation

101 rooms and suites

Dining

Lagoa Acul : M

Multi-cuisine poolside restaurant with specialty buffet.

Alfarna

Goan, Portuguese, Continental and Chinese, cuisine.

Taverna

Bar

Barbecue

Open-air seaside area serving north-west frontier specialities.

Business, Conference and Banquet Facilities

Secretarial, telex services

Sale de Banquet : Seats 150, adjacent terrace.

Gardens and private beach for receptions and theme parties.

Amenities

Channel music, Room Service, Health farm, Beauty Parlour, Laundry and dry-cleaning, Safe deposit and money changer, Travel Agency, discotheque, beachotheques, water sports etc.

MANSINGH, JAIPUR

Location

Airport: 13 km, Railway Station: 1 km, City Centre: 1 km

Accommodation

100 rooms and suites.

Dining

Shivir:

Roof-top restaurant. Mughlai and Tandoori cuisine with Live Indian music

Sanganer

Continental and Chinese cuisine. B/L/D

Baradari

Tea lounge.

Rana Sanga: Bar

Business, Conference and Banquet Facilities

Telex and secretarial services

Jai Vilas

: Seats 150

Jantar Mantar

Open air patio, accommodates up to 300.

Angan

Open air area for receptions for up to 600.

Amenities

Channel music, 24-hours room service, Laundry and dry-cleaning, Shopping arcade, Travel agency, Safe deposit, money changer, Doctor on call, buggy and Camel ride facility, etc.

ADAYAR PARK SHERATON & TOWERS

Location

Airport: 10km, Railway Satation: 7km, City Centre: 5km, Mana Beach: 4km

Accommodation

160 rooms and suites

Dining

The Residency

Mughlai, Continental and Chinese cuisine.

Gatsby

24-hours coffee shop

Khyber

Poolside

Bolan

Bar

Business, Conference and Banquet Facilities

Park Service executive rooms with special amenities for business travelers.

Business Centre.

Telex and secretarial services.

Moubrays Hall: Seats 300

Chamiers Hall: Seats 170

Arcot Hall and Greenways Hall: Each accommodates: 200 Poolside lawns for receptions.

Amenities

24-hours room service, Laundry, dry-cleaning and valet service, Shopping arcade, Bank, safe deposit and 24-hours money changer, Health Club, Beauty parlour and barber shop, Doctor on call, Travel agency, etc.

CHOLA SHERATON

Location

Airport: 12km, Railway Station: 6km, City Centre: 2km

Accommodation

135 air-conditioned rooms and suites including a penthouse apartment with a terrace garden.

Dining

Yali

:

Mughlai and Continental specialities.

Mercara

Dayam

Bar

Business, Conference and Banquet Facilities

Business Centre

Secretarial service, telex, etc.

Chola Chambers

Rooms with special amenities for business travellers.

Mandapam

Seats 280.

24-hours coffee shop.

Aditya suite

Committee room, seats 60.

Terrace garden and poolside lawn for receptions.

Amenities

Channel music, 24-hours room service, Laundry and dry-cleaning, Bank, safe deposit and moneychanger, Travel agency, Shopping arcade, Health club, Beauty parlour and barbershop, Doctor on call, etc.

MAURYA SHERATON & TOWERS

Location

Airport: 7 km, Railway Station: 8 km

Accommodation

500 rooms including 3 Presidential Suites, 2 Tower Service suites and 3 Deluxe Suites.

Dining

Shatraj: "Kichens of India" cuisine

Mayur: Dum Pukht cuisine.

Bukhra: North-west frontier barbecued specialties.

Takshila: French cuisine.

Bali Hi: Chinese cuisine.

The Pavilion: 24-hours restaurant.

Madira: Bar

Ghungroo: Club discotheque

Business, Conference and Banquet Facilities

Tower Service rooms with special amenities for business Travelers.

Business Centre: Secretarial service, Video, Dictaphones, fully furnished offices and a boardroom

Towers Club: An exclusive retreat for Tower Service guests. Restaurant, bar cum library, meeting rooms, mini health club. Executive Chamber, a smaller business centre for exclusive individual use.

Kamal Mahal: Seats 800.

Dynasty Room: Seats 70.

Sakya and Chaitya Rooms: Seats 35 each.

Nandiya Gardens: For wedding receptions

Amenities

24-hours room service, laundry and dry-cleaning, Shopping arcade, Bamk, safe deposit and kg 24-hours money changer, Travel agency, Beauty parlour, barber shop, Health club and yoga centre, Doctor on call, Solar heated port etc.

MAURYA PATNA

Location

Airport: 6 km, Railway Station: 1.5 km, City Centre: 1 km

Accommodation

80 rooms and suites

Dining

Vaishali: Mughlai, South Indian, Continental and Chinese cuisine and Durbar: Bar

Business, Conference and Banquet Facilities

Secretarial and telex service

Kautilya Hall: Seats 200

Chanakya Hall: Seats 80

Amenities

Channel music, 24-hours room service, Shopping arcade, Bank and safe deposit, Travel agency, Beauty parlour and barber shop, etc.

Chapter – 6

AMACISIS

A.

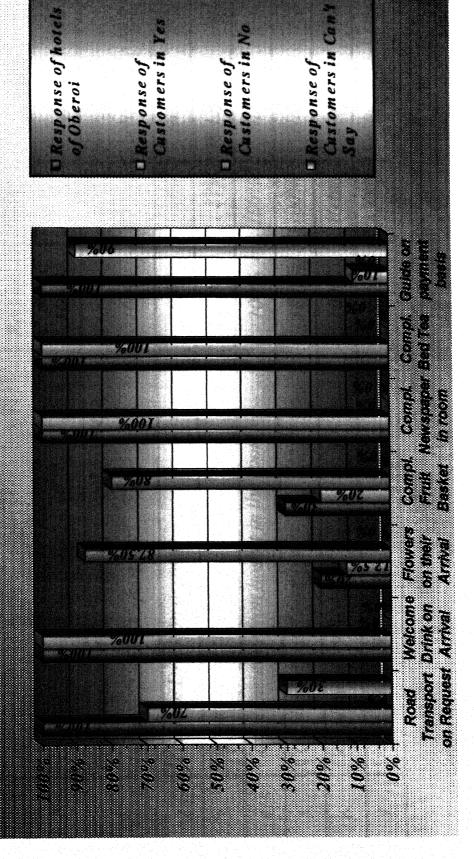
FINDINGS

10

1. (a) Privileges provided by OBEROI Hotels to its' Customers

		Response	Resp	onse by	Response by Customer
S. No.		ey Hotel	YES	NO	CAN'T SAY
	Road transport (on request) to and from the				
	Railway Station/Airport on payment basis.	100%	70%	Nil	30%
2.	Welcome Drink on arrival	%00I	100%	Nil	Nil
3.	Flowers on arrival	20%	12.5%	87.5%	Nil
4	Complimentary fruit basket in the room	30%	70%	%08	Nil
5.	Complimentary Newspaper	%00I	%00I	Nil	Nil
9	Complimentary Bed Tea	%00I	%00I	Nil	Nil
L	Guide on payment basis	%001	%0I	Nïl	%06

Transleges proceeded by Oberot hotels to its customers

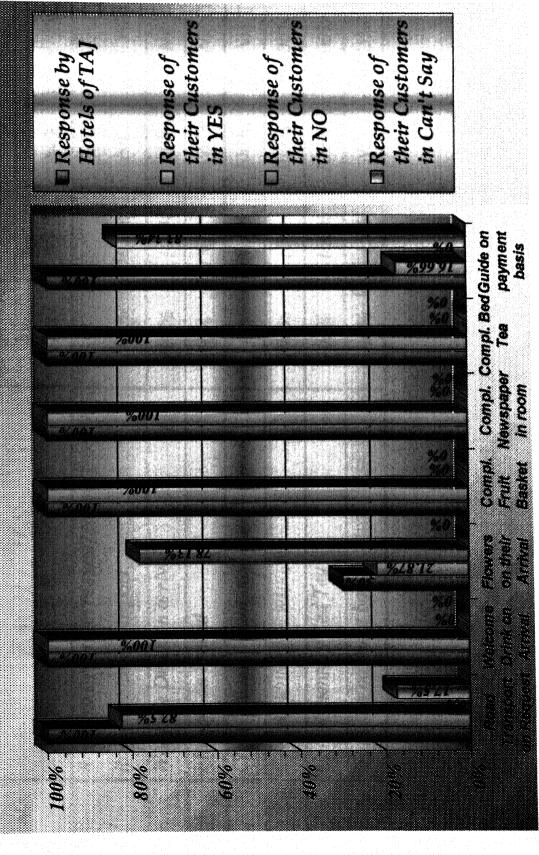


.

1. (b) Privileges provided by TAI Hotels to its' Customers

		Response	Res	Response by Customer	Customer
S. No.	FACILITIES	by Hotel	YES	NO	CAN'T SAY
	Road transport (on request) to and from the				
I.	Railway Station\Airport.	%001	82.5%	Nil	17.5%
2.	Welcome Drink on arrival	%00I	%001	Nil	Nil
3.	Flowers on arrival	30%	21.87%	78.13%	l!N
4.	Complimentary fruit basket in the room	%00I	%00I	N:I	Nil
5.	Complimentary Newspaper	%00I	%00I	Nil	Nil
6.	Complimentary Bed Tea	%00I	%00I	Nil	Nil
7.	Guide on payment basis	%00I	16.66%	Nil	83.34%

Privileges provided by TAJHotels to its customers



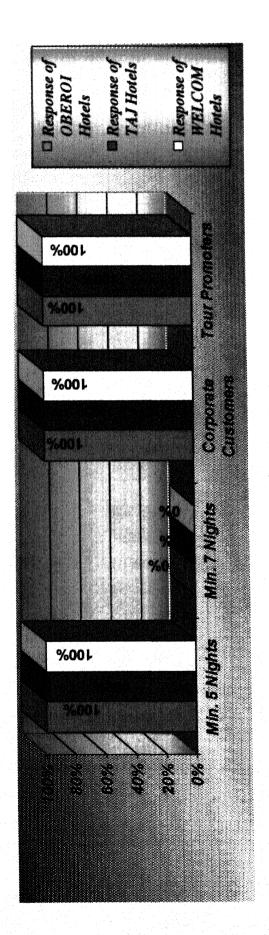
1. (c) Privileges provided by WELCOME Hotels to its' Customers

		Response	Resp	onse by	Response by Customer
.S. IVO.		by Hotel	YES	ON	CAN'T SAY
	Road transport (on request) to and from the				
'	Railway Station\Airport.	%001	56.66%	Nil	43.34%
2	Welcome Drink on arrival	%001	%00I	Nil	Nil
3	Flowers on arrival	30%	13.33%	86.67%	Nil
4	Complimentary fruit basket in the room	%01	Nil	%00I	Nil
2	Complimentary Newspaper	%00I	%00I	%00I	%001
9	Complimentary Bed Tea	%00I	100%	%00I	%001
2	Guide on payment basis	%00I	15%	Nil	85%

□Response of their Customers in NO □Response of
their
Customers in
Can't Say ☐ Response of their Customers in YES Response by the Hotels of Welcome Velcome Hotels to its' customers %58 %001 Road Welcome Flowers on Transport Drink on Arrival on Request Arrival

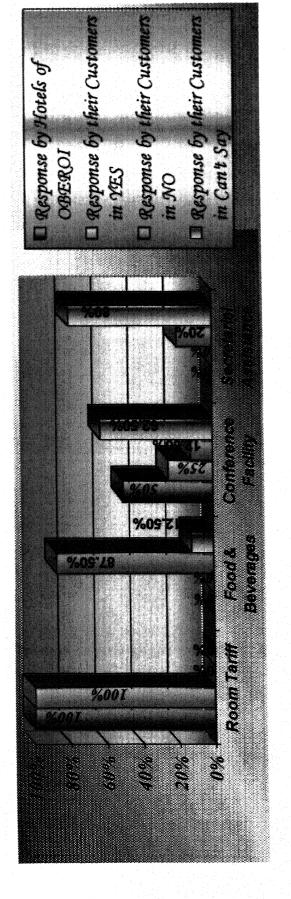
2. Hotels' Criteria of Regular Customer

		<u>OBEROI</u>	\overline{TAJ}	WELCOME
S. No.	CRITERIA	Response By Hotel	Response By Hotel	Response By Hotel
7	Minimum 5 nights booking in a month	%00I	%00I	%00I
2.	Minimum 7 nights booking in a month	N.A.	N.A.	N.A.
3.	Corporate Customers	%00I	%00I	%00I
4.	Tour Promoters	%00I	%00I	100%



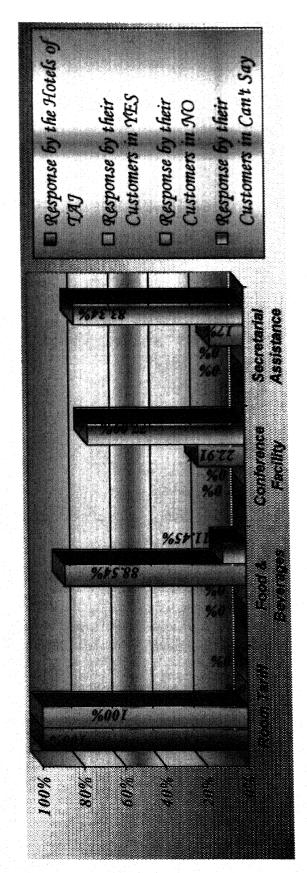
Discount offered by OBEROI Hotels to its' Regular Customers 3. (a)

Q N.		Response	Resp	oonse b	Response by Customer
5. Ive.	FACILITIES	ey Hotel	YES	YES NO	CAN'T SAY
I.	Room Tariff	%00I	100% Nil	Nil	Nil
2.	Food & Beverages	Nil	Nil	87.5%	12.5%
3.	Conference Facility	20%	25%	25% 12.5%	62.5%
4.	Secretarial Assistance	Nil	1!N	20%	80%



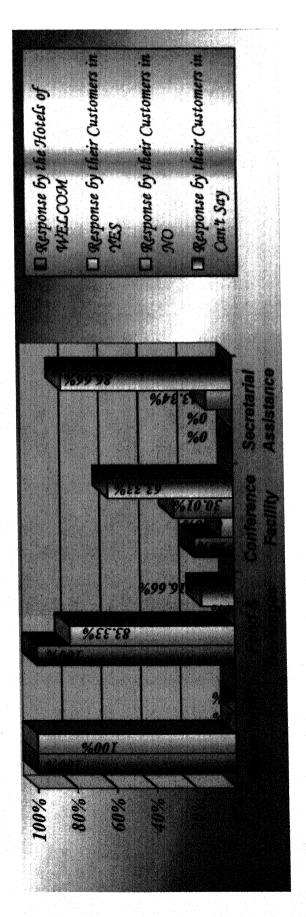
3. (b)Discount offered by TAI Hotels to its' Regular Customers

C M.	EACH ITHE	Response	Resp	onse by	Response by Customer
. 146.	FACILIES	ey Hotel	YES	NO	CAN'T SAY
1.	Room Tariff	%00I	%00I	1iN	Nil
2.	Food & Beverages	Nil	Nil	88.54%	11.45%
3.	Conference Facility	Nil	Nil	22.91%	77.09%
4.	Secretarial Assistance	Nil	Nil	16.66%	83.34%



Discount offered by WELCOM Hotels to its' Regular Customers 3. (c)

1		Response	Resp	onse by	Response by Customer
No.	FACILITES	ey Hotel	YES	NO	CAN'T SAY
I I	Room Tariff	%00I	%00I	Nil	Nil
2.	Food & Beverages	%00I	83.33%	Nil	%99 [.] 91
3.	Conference Facility	20%	999.9	6.66% 30.01%	63.33%
4.	Secretarial Assistance	Nil	Nil	13.34%	%99.98

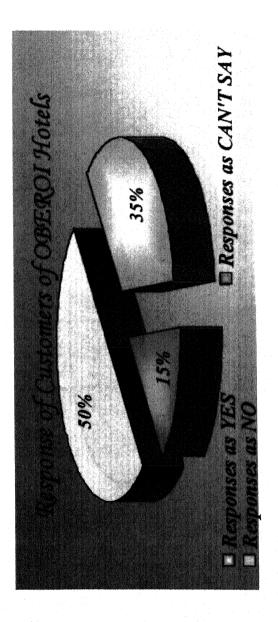


4. Importance Given by Hotel to Customers' Locational Choice of the Room

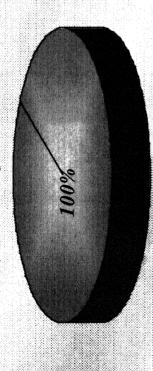
Response of OBEROI Hotels



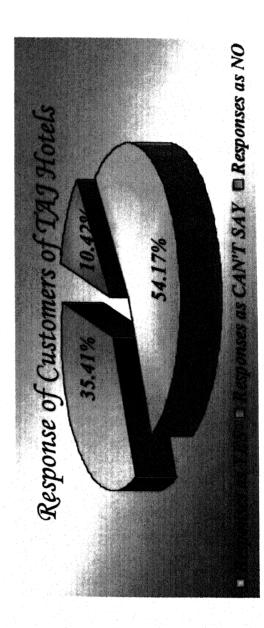
□ All Hotels of OBEROI give Improtance to Locational Choice of the Room by the Customers



Response of TAI Hotels



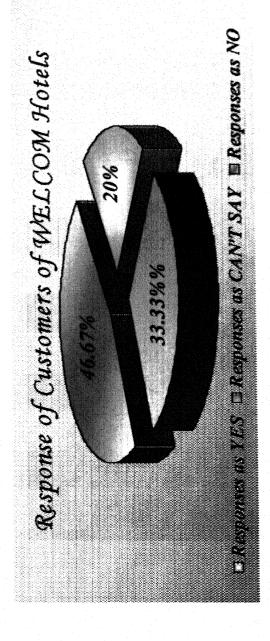
■ All Hotels of TAJ give Importance to Locational Choice of the Room by the Customers





Hotels give Importance to Locational Choice

■ Hotels DON'T GIVE Importance to Locational Choice

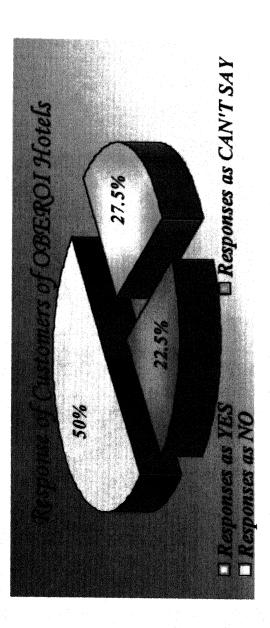


5. Reservation of Preferred Tables in the Restaurant for the Customers

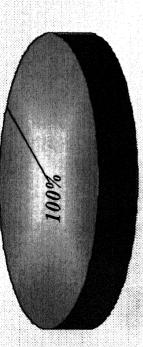


Hotels reserve the preferred Table in the Restaurant

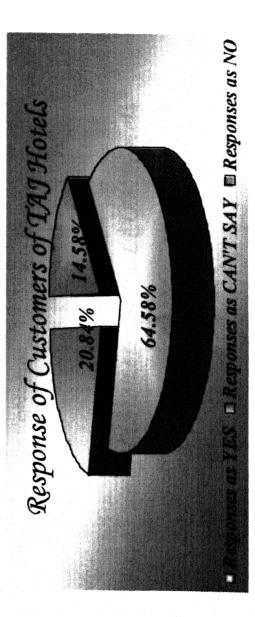
■ Hotels Don't give consideration



Response of TAI Hotels



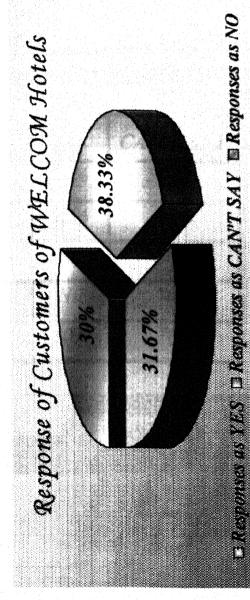
All the Hotels of Taj reserves the preferred table in the Restaurant





□ Hotels reserves the prejerred 1 able in the Restaurant

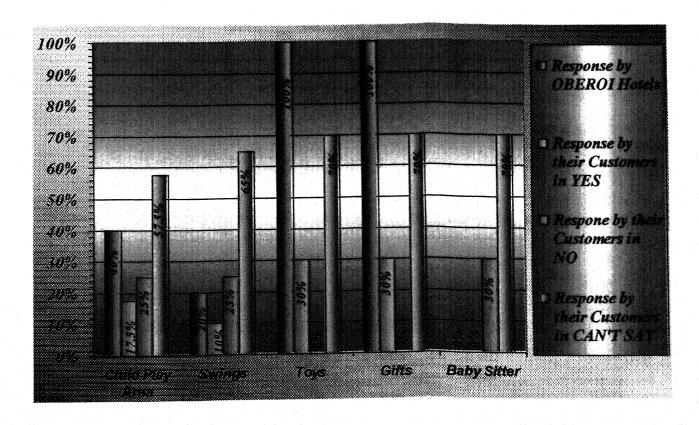
■ Hotels DON'T reserves the preferred Table in the Restaurant



6. (a) Facilities in OBEROI Hotels for Children,

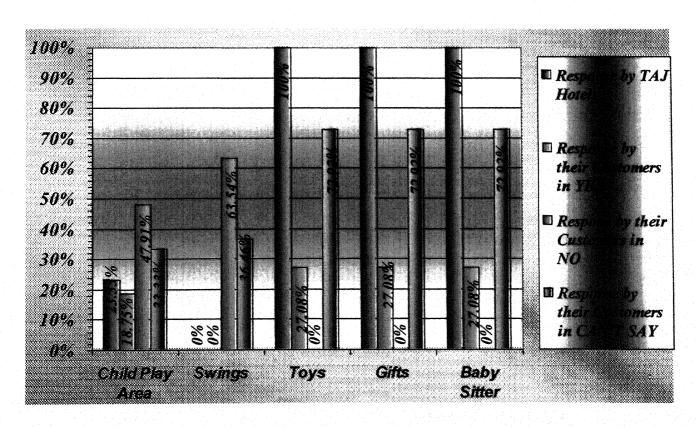
Accompanying the Customers

G 37	FACILITIES	Response	Resp	onse by (Customer
S. No.	FACILITIES	by Hotel	YES	NO	CAN'T SAY
1.	Child Play Area	40%	17.5%	25%	57.5%
<i>2</i> .	Swings	20%	10%	25%	65%
3.	Toys	100%	30%	Nil	70%
4.	Gifts	100%	30%	Nil	70%
5.	Baby Sitter	. Nil	Nil	30%	70%



6. (b) Facilities in TAJ Hotels for Children,
Accompanying the Customers

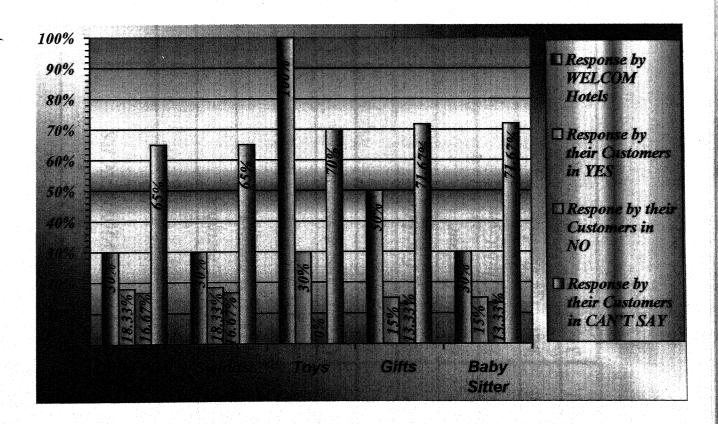
C Ma	FACILITIES	Response	Res	oonse by (Customer
S. No.	PACILITIES	by Hotel	YES	NO	CAN'T SAY
1.	Child Play Area	23.33%	18.75%	47.91%	33.33%
2.	Swings	Nil	Nil	63.54%	36.46%
3.	Toys	100%	27.08%	Nil	72.92%
4.	Gifts	100%	27.08%	Nil	72.92%
5.	Baby Sitter	100%	27.08%	Nil	72.92%



6. (c) Facilities in WELCOM Hotels for Children,

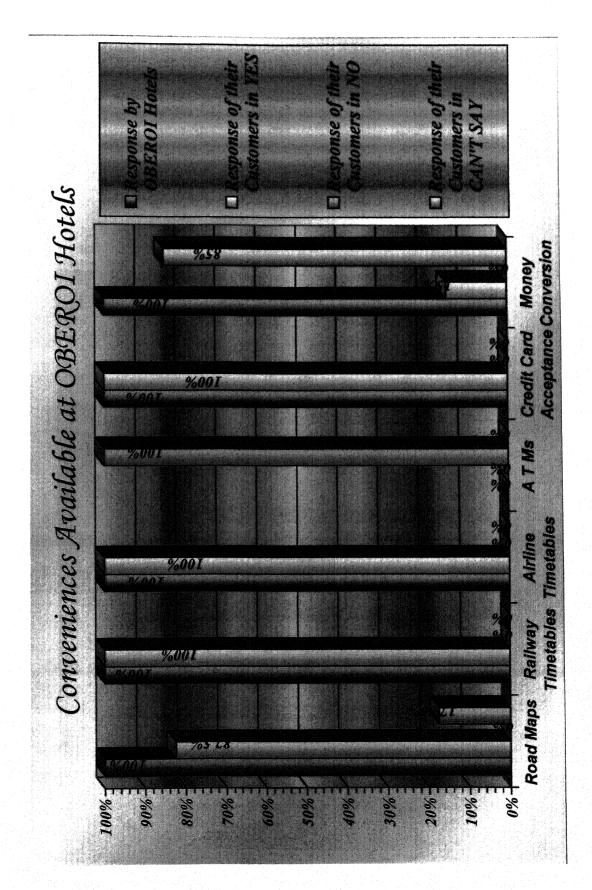
Accompanying the Customers

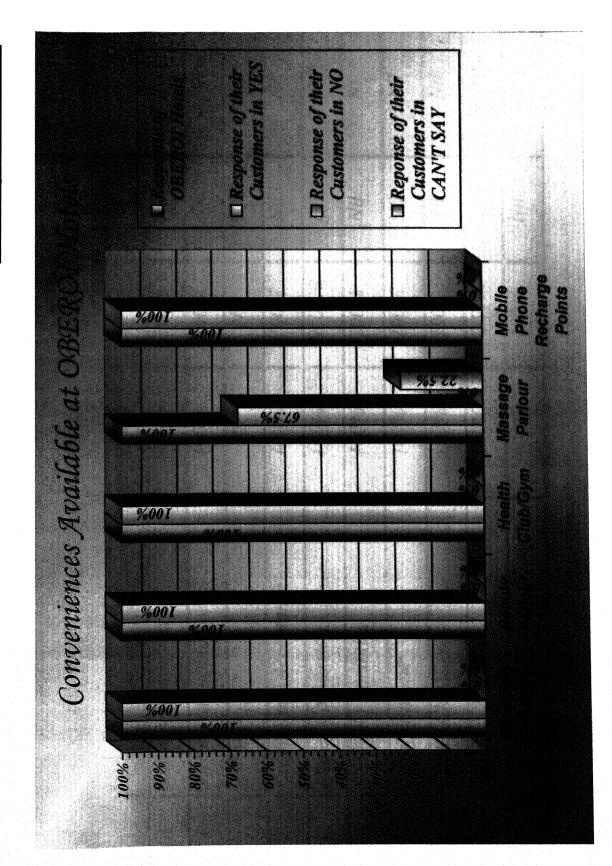
S. No.	FACILITIES	Response by	Res	ponse by C	Customer
S. 110.	TACILITES	Hotel	YES	NO	CAN'T SAY
1.	Child Play Area	30%	18.33%	16.67	65%
2.	Swings	30%	18.33%	16.67%	65%
3.	Toys	100%	30%	Nil	70%
4.	Gifts	50%	15%	13.33%	71.67%
5.	Baby Sitter	30%	15%	13.33%	71.67%



7. (a) Conveniences Available at OBEROI Hotels

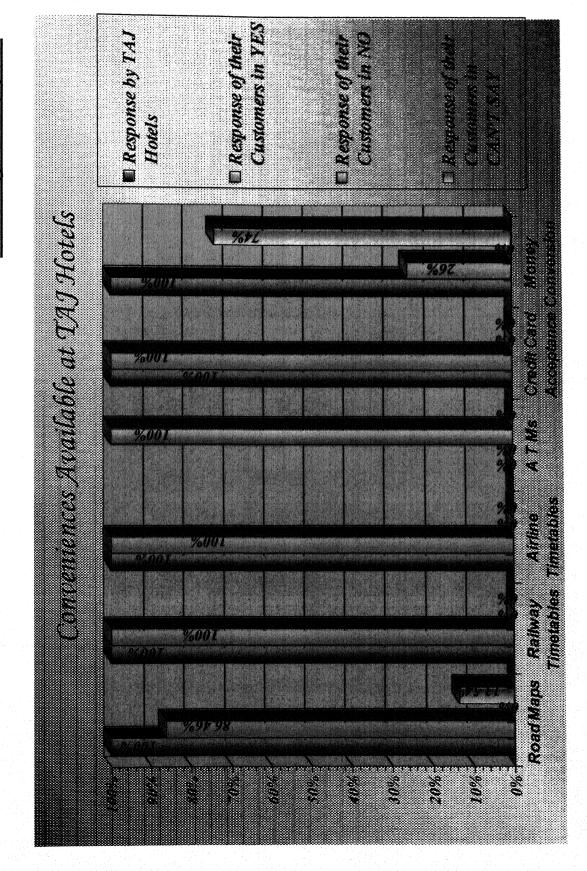
	CONTENIENCE	Response h	Re	Response by Customer	ustomer
S. IVO.		Hotel	YES	NO.	CAN'T SAY
	Road Maps	96001	82.5%	Nil	17.5%
2.	Railway Timetables	%00I	%00I	Nil	Nil
3.	Airline Timetables	700%	%00I	Nil	Nil
4.	A T Ms	Nil	Nil	%00I	Nil
5.	Credit Card Acceptance	100%	%00I	Nil	Nil
9.	Money Conversion	%00I	15%	Nil	85%
7.	Shopping Facilities	%001	%001	Nil	Nil
8.	Beauty Parlour	7001	%00I	Nil	Nil
9.	Health Club\Gym	%00I	%00I	Nil	Nil
10.	Massage Parlour	%00I	67.5%	Nil	22.5%
11.	Mobile Phone Recharge Points	%001	%001	Nil	Nil

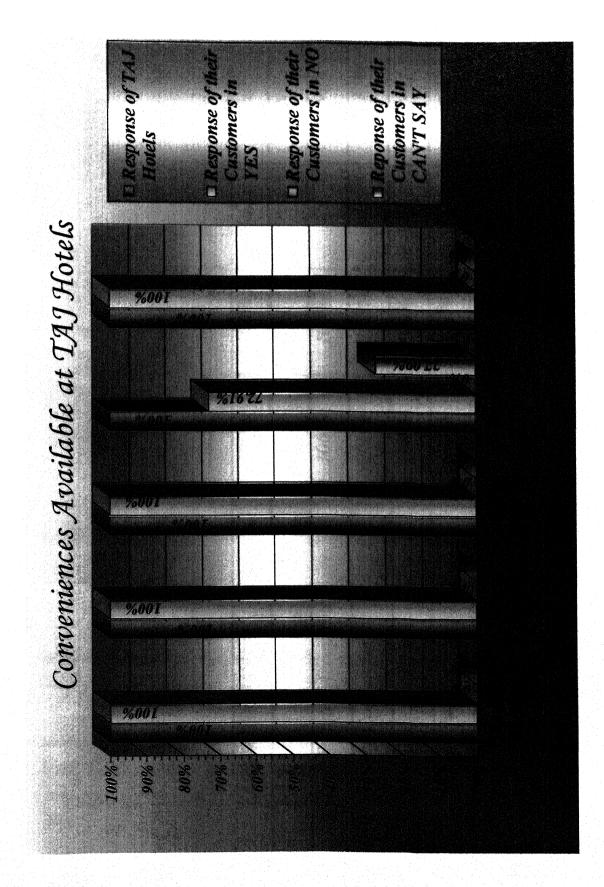




7. (b) Conveniences Available at TAJ Hotels

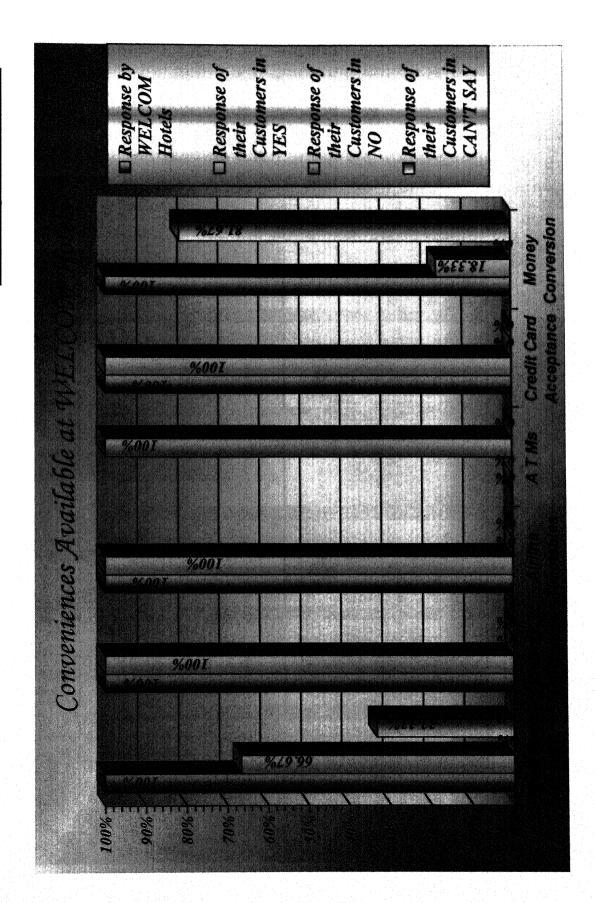
	CONVENIENCES	Response	Re	Response by Customer	ustomer
.S. 170.		Hotel	YES	NO	CAN'T SAY
	Road Maps	100%	86.46%	Nil	13.54%
2	Railway Timetables	%001	%001	Nil	Nil
3	Airline Timetables	%001	%00I	Nil	Nil
4.	A T Ms	Nil	Nil	%00I	Nil
5.	Credit Card Acceptance	%00I	%00I	Nil	Nil
9	Money Conversion	%00I	26.04%	Nil	73.96%
7.	Shopping Facilities	%00I	%00I	Nil	Nil
∞.	Beauty Parlour	%00I	%00I	Nil	Nil
6	Health Club\Gym	%001	%00I	Nil	Nil
10.	Massage Parlour	%00I	72.91%	Nil	27.09%
II	Mobile Phone Recharge Points	%00I	%00I	Nil	Nil

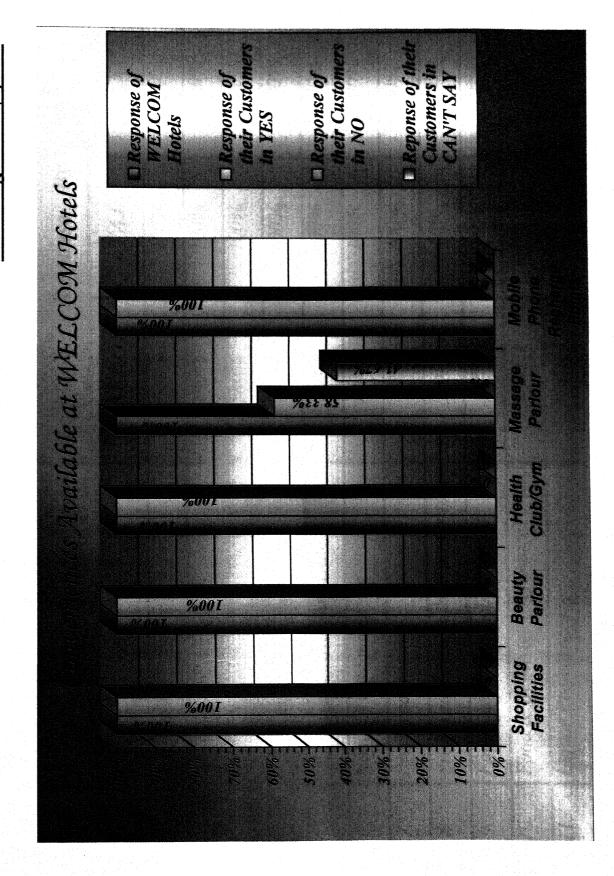




7. (c) Conveniences Available at WELCOME Hotels

	CONTRACTORS	Response	Res	Response by Customer	ustomer
. No.	COLVEINCES	by Hotel	YES	ON	CAN'T SAY
	Road Maps	%00I	66.67%	Nil	33.33%
2.	Railway Timetables	%00I	%001	Nil	Nil
3.	Airline Timetables	100%	%00I	Nil	Nil
4.	A T Ms	Nil	Nil	%00I	Nil
5.	Credit Card Acceptance	7008	%001	Nil	Nil
9	Money Conversion	%00I	18.33%	Nil	81.67%
7	Shopping Facilities	7007	%001	Nil	Nil
8.	Beauty Parlour	100%	96001	Nil	Nil
9.	Health Club\Gym	%00I	%00I	Nil	Nil
10.	Massage Parlour	%00I	58.33%	Nil	41.67%
II.	Mobile Phone Recharge Points	%00I	%00I	Nil	Nil



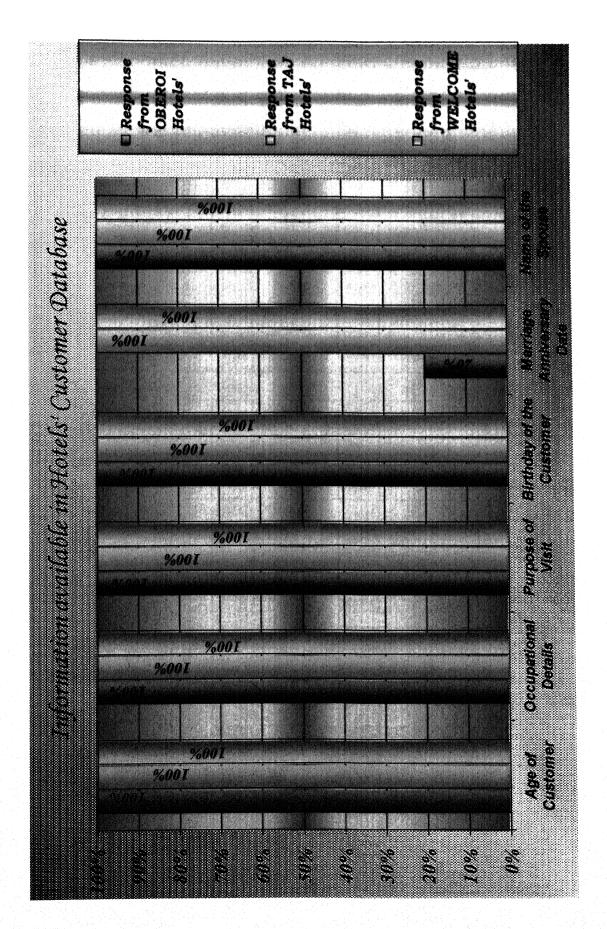


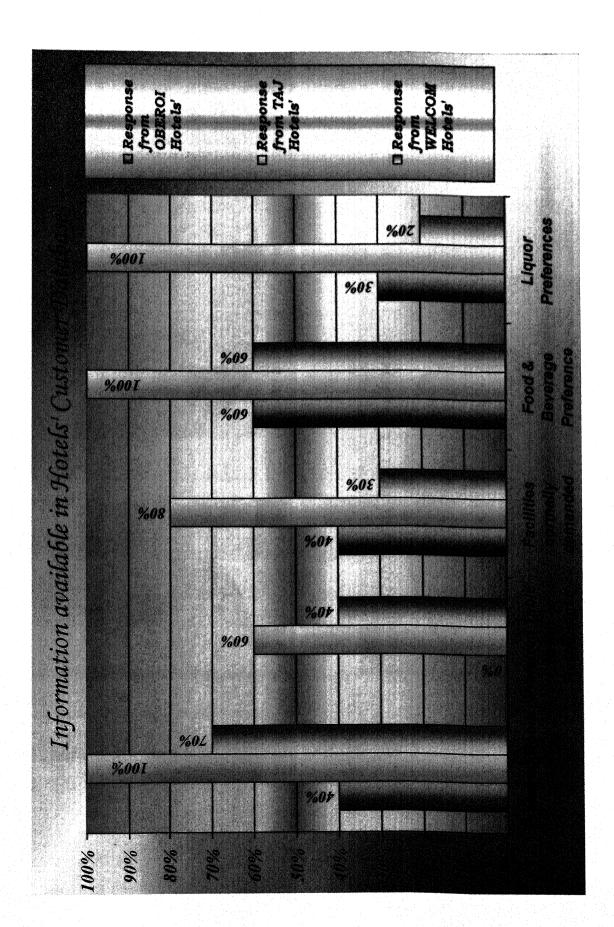
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Information Available in Hotels' Customer Database

∞:

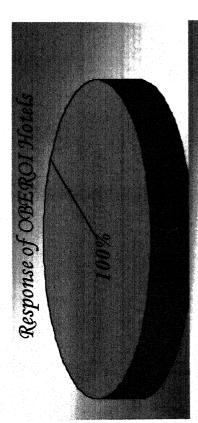
S. Nø.	INFORMATION	I	Response By	
		OBEROI	TAJ	WELCOME
Ï	Age of the Customer	100%	%00I	%00I
2.	Occupational Details	100%	%001	7001
3.	Purpose of Visit	100%	%001	%00I
4.	Birthday of the Customer	%00I	%001	%00I
5.	Marriage Anniversary Date	20%	%001	%00I
9	Name of the Spouse	%001	%00I	%00I
7	Preferred Room	40%	%001	70%
8.	Preferred Table in the Restaurant	Nil	%09	40%
9.	Facilities normally Demanded	40%	%08	30%
10.	Food & Beverage Preferences	%09	%00I	%09
11.	Liquor Preferences	30%	%00I	20%



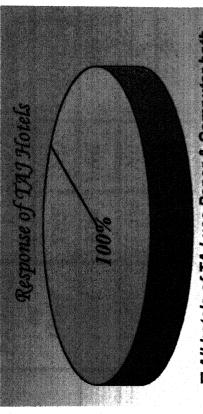


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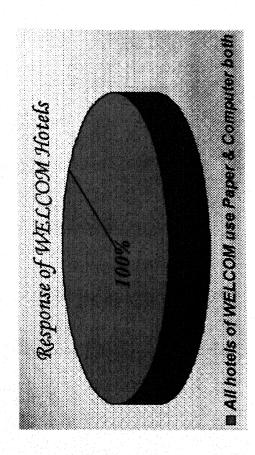
STORAGE OF CUSTOMER DATABASE 6.





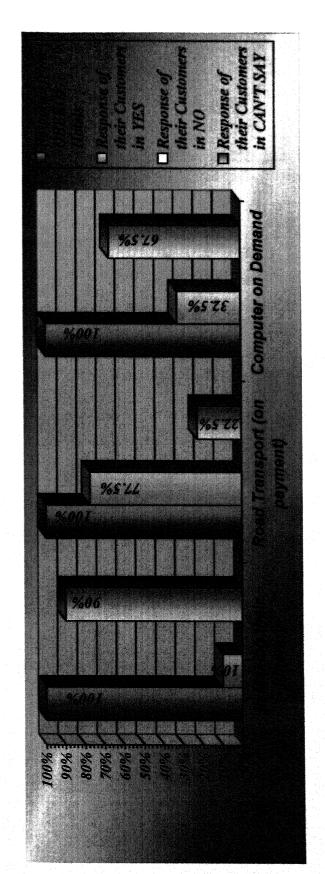


■ All hotels of TAJ use Paper & Computer both



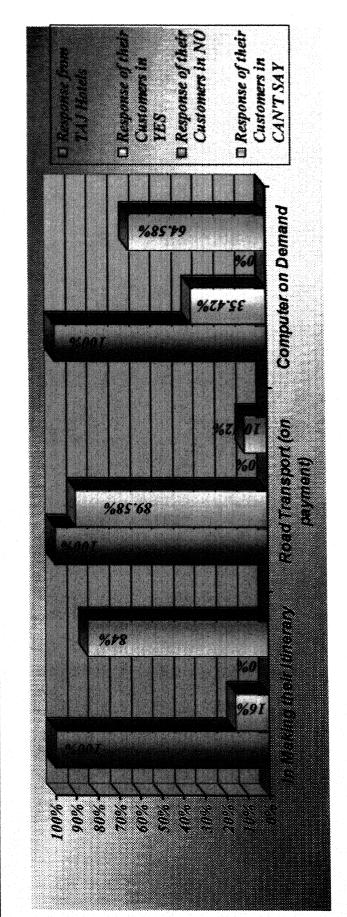
10. (a) Assistance Provided by OBEROI Hotels to its? Customers

		Response	Resp	onse by	Response by Customer
3. <i>I</i> V0.		ey Hotel	YES	NO	NO CAN'T SAY
7	In making their Itinerary	7001	%0I	Nil	%06
2.	Road Transport (on payment) for Local Travelling	%00I	77.5%	Nil	22.5%
3.	Computer on Demand	%00I	32.5% Nil	Nil	67.5%



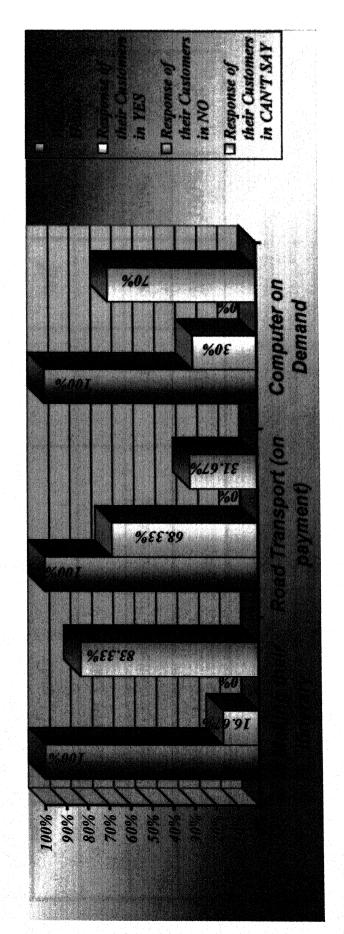
10. (b) Assistance Provided by TAJ Hotels to its' Customers

, i	ACTIVITY	Response	Respo	nse by	Response by Customer
		Hotel	YES	NO	NO CAN'T SAY
7	In making their Itinerary	%00I	15.62%	Nil	84.38%
2.	Road Transport (on payment) for Local Travelling	100%	89.58% Nil	Nil	10.42%
3.	Computer on Demand	100%	35.42% Nil	Nil	64.58%



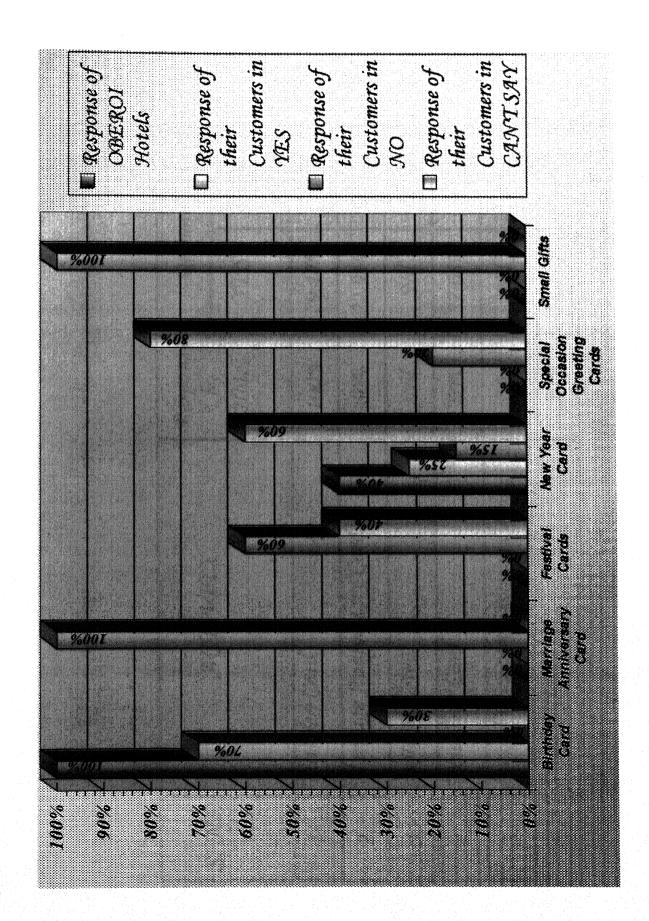
10. (c) Assistance Provided by WELCOM Hotels to its' Customers

O M.	ACTIVITY	Response	Resp	onse by	Response by Customer
5. VG.		Hotel	YES	ON	CAN'T SAY
7	In making their Itinerary	%00I	16.67%	Nil	83.33%
2.	Road Transport (on payment) for Local Travelling	100%	68.33%	Nil	31.67%
3.	Computer on Demand	100%	30%	Nil	%02



11. (a) Greetings & Gifts sent to the Regular Customers by OBEROI Hotel

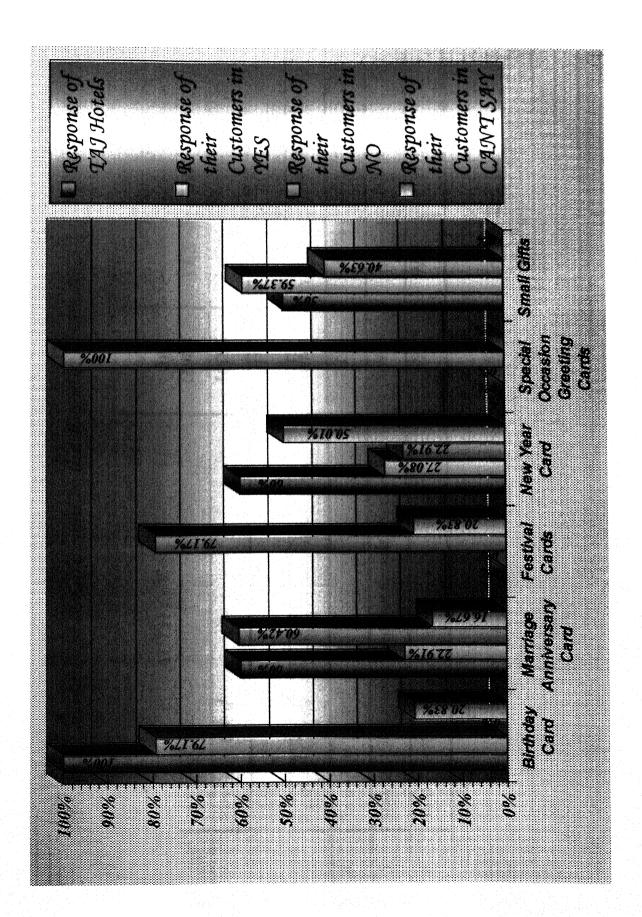
		Response	Respo	Response by Customer	ustomer
S. Na	ACTIVITY	by Hotel	YES	3VO	CAN'T' SAY
.	Birthday Card	%001	70%	Nil	30%
2.	Marriage Anniversary Card	JiNS	Nil	100%	Nil
3.	Festival Cards	Nil	Nil	%09	40%
4.	New Year Card	40%	25%	15%	%09
5.	Special Occasion Greeting Cards	Nil	Nil	20%	80%
9	Small Gifts	JiN.	Nil	100%	Nil



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11. (b) Greetings & Gifts sent to the Regular Customers by TAI Hotels

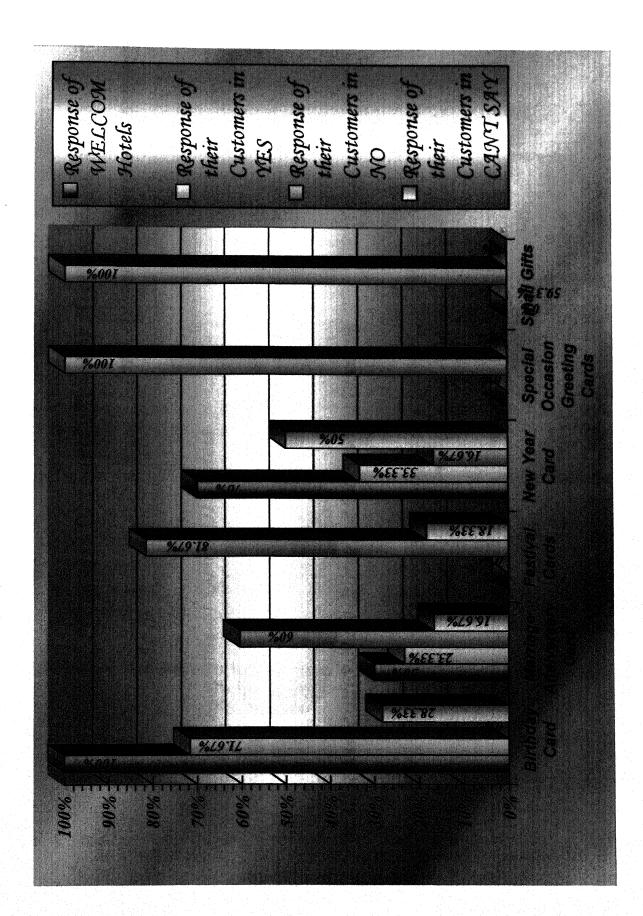
		Response	Respu	Response by Customer	tomer
S. No.	ACIIVIII	by Hotel	YES	SNO.	CAN'T' SAY
1.	Birthday Card	100%	79.17%	Nil	20.83%
2.	Marriage Anniversary Card	%09	22.91%	60.42%	16.67%
3.	Festival Cards	Nil	Nil	79.17%	20.83%
4.	New Year Card	%09	27.08%	22.91%	50.01%
5.	Special Occasion Greeting Cards	Nil	Nil	100%	Nil
9	Small Gifts	20%	59.37%	40.63%	Nil



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11. (c) Greetings & Gifts sent to the Regular Customers by WELCOME Hotels

	ACTIVITY	Response hv	Resp	Response by Customer	Tustomer
3. //0.		Hotel	YES	ON	CAN'T SAY
	Birthday Card	%001	71.67%	Nil	28.33%
2.	Marriage Anniversary Card	30%	23.33%	%09	16.67%
3.	Festival Cards	Nil	Nil	81.67%	18.33%
4.	New Year Card	20%	33.33%	16.67%	20%
5.	Special Occasion Greeting Cards	Nil	Nil	%00I	Nil
9	Small Gifts	Nil	Nil	%00I	Nil



12. Special Pacakages/Discounts offered by Hotels to Regular Customers for Celebrating different Occasions

Response of OBEROI Hotels
100%

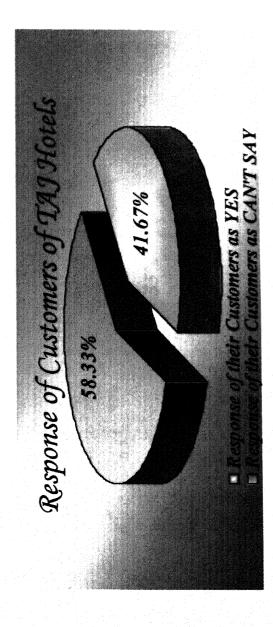
All Hotels of OBEROI are offering Special Packages/Discounts

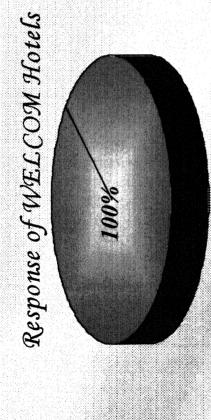


Response of TAI Hotels



All Hotels of TAJ are offering Special Packages/Discounts

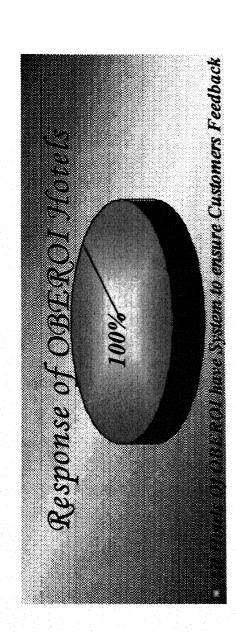


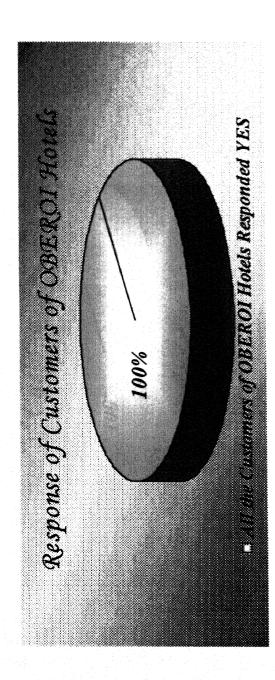


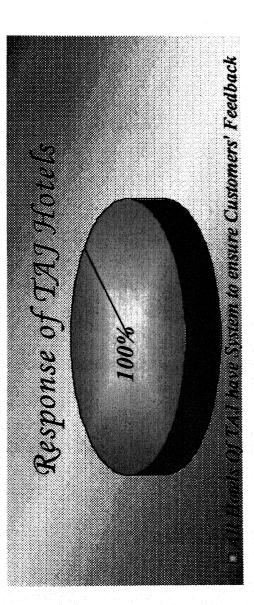
All Hotels of WELCOM are offering Special Packages/Discounts

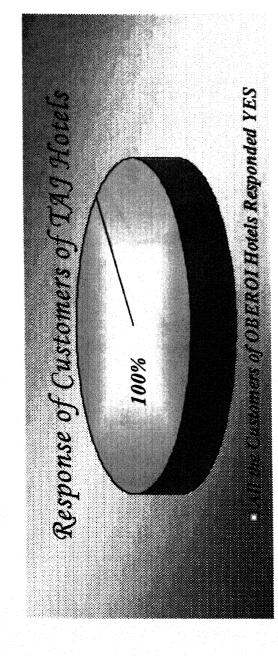


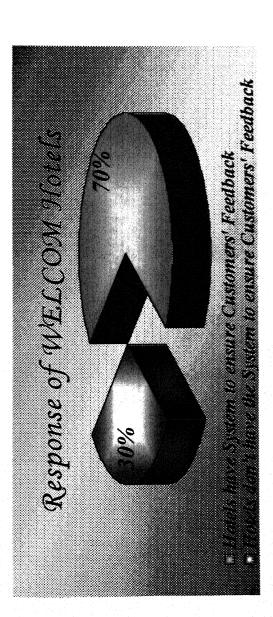
13. Existence of System in the Hotels ensuring Feedback Form completion by Customers

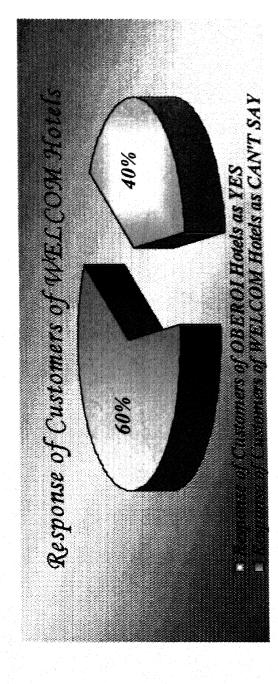










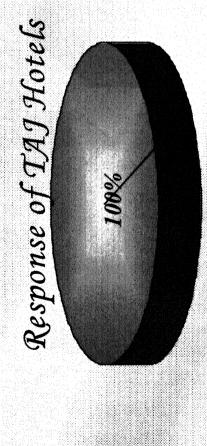




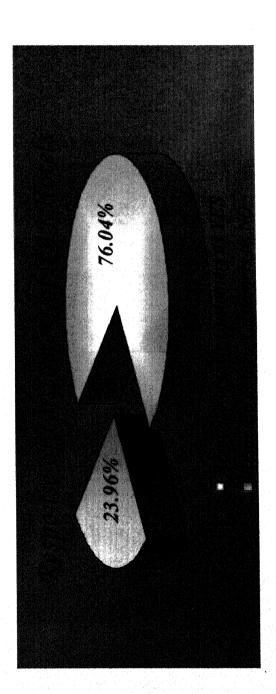
Response of Customers of OBEROI

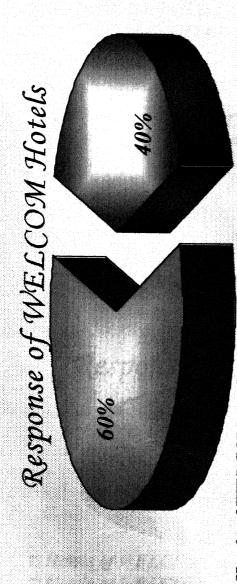


☐ Response of Customers by OBEROT Hotels as YES ☐ Response of Customers of WELCOM Hotels as NO



All Hotels of TAJ conducting study to judge Customer Satisfaction





□ Hotels of WELCOM not conducting any study to judge Customer Satisfaction Hotels of WELCOM conducting study to judge Customer Satisfaction



Frequency of Customer Satisfaction Study

Response of OBEROI Hotels



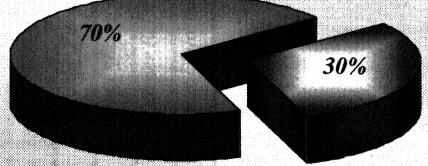
Hotels of OBEROI conduct study on HALF-YEARLY Basis

□ Hotels of OBEROI conduct study on QUARTERLY Basis

Response of TAJ Hotels
100%

■ All Hotels of TAJ conduct study on QUARTERLY Basis

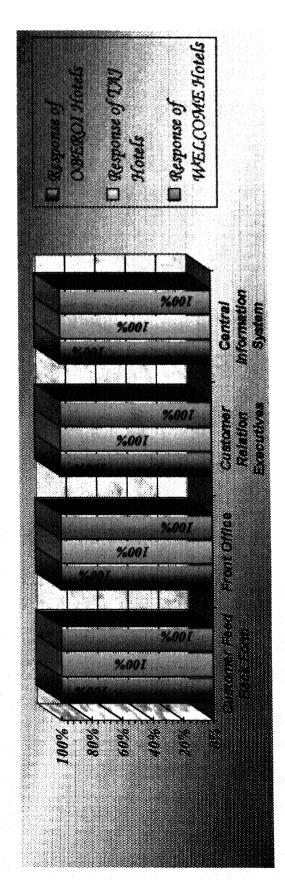




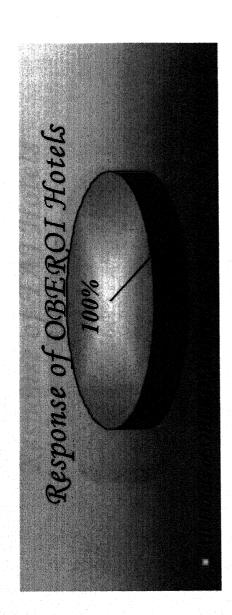
■ Hotels of WELCOM conduct study on HALF-YEARLY Basis
■ Hotels of WELCOM conduct study on ANNUAL Basis

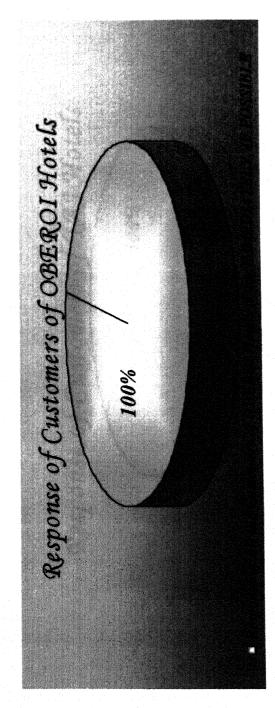
15. Sources of Information tapped by hotels for Assessing Customer Satisfaction

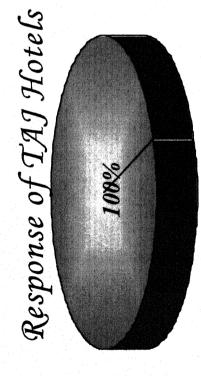
OW D	SOURCES		Response By	
\$ \$ \$	INFORMATION	OBEROI	TAJ	ИЕГСОМЕ
7	Customer Feedback Form	%00I	%00I	%00I
2.	Front Office	%00I	%00I	%00I
3.	Customer Relation Executives	%00I	%00I	%00I
4	Central Information System	%00I	%00I	%00I



Time taken by Hotels for Customer Problems/Grievances Redressal and Suggestion Implementation 16.





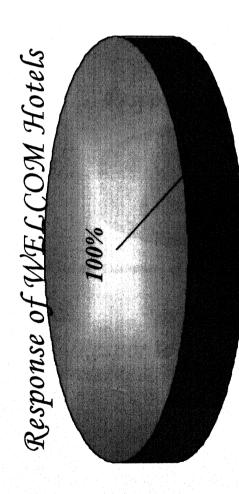


All Hotels of TAJ claimed AS QUICKLY AS POSSIBLE



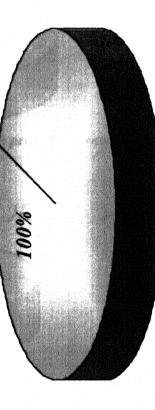


□ Response of All the Customers of TAJ Hotels is as, IMMEDIATELY, IF POSSIBLE



■ ALL the Hotels of WELCOM claimed, IMMEDIATELY, IF POSSIBLE

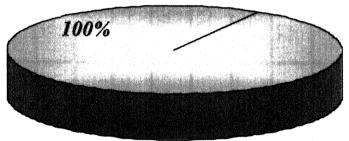




□ Response of All the Customers of WELCOM Hotels is as, IMMEDIATELY, IF POSSIBLE

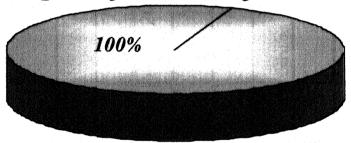
17. Customers' satisfaction with the Problem Redressal System of the Hotel

Response of Customers of OBEROI Hotels



☐ All the Customers of OBEROI Hotels are SATISFIED with problem redressal system

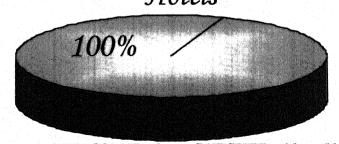
Response of Customers of TAJ Hotels



☐ All the Customers of TAJ Hotels are SATISFIED with problem redressal system

Response of Customers of WELCOM

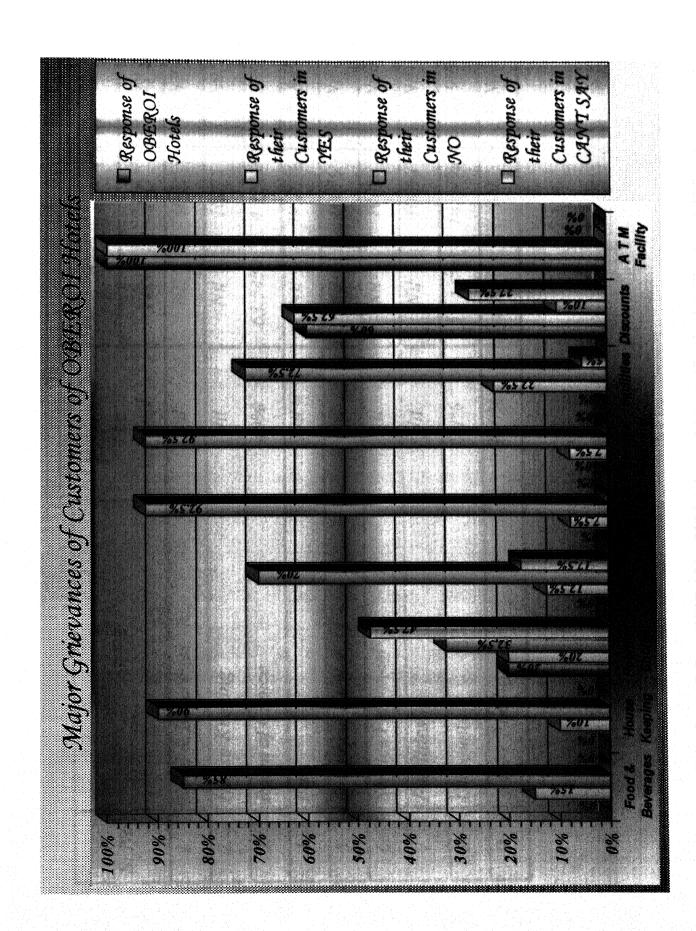
Hotels



All the Customers of WELCOM Hotels are SATISFIED with problem redressal system

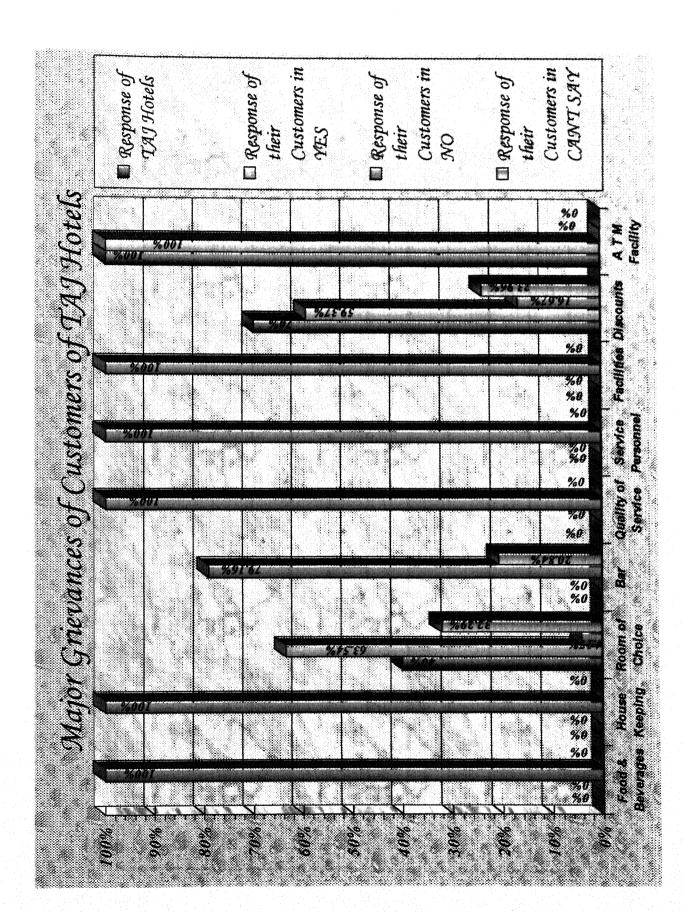
Major Grievances of Customers of OBEROI Hotels 18. (a)

					one control by high constraint and the second of the secon
		Response h.,	Resp	Response by Customer	ıstomer
S. No.	ARCA	by Hotel	YES	NO	CAN'T SAY
Ţ	Food & Beverages	Nil	15%	85%	Nil
2.	House-Keeping	Nil	%01	%06	Nil
3.	Room of Choice	20%	20%	32.5%	47.5%
4.	Bar	Nil	12.5%	20%	17.5%
5.	Quality of Service	Nil	7.5%	92.5%	Nil
9.	Service Personnel	Nil	7.5%	92.5%	Nil
7.	Facilities	Nil	22.5%	72.5%	5%
8.	Discounts	%09	62.5%	10%	27.5%
9.	A T M Facility	%001	%00I	Nil	Nil



18. (b) Major Grievances of Customers of TAJ Hotels

		Response	Resp	Response by Customer	ıstomer
S. No.		oy Hotel	YES	NO	CAN'T SAY
7	Food & Beverages	Nil	Nil	%00I	Nil
2	House-Keeping	Nil	Nil	· %001	Nil
3.	Room of Choice	40%	63.54%	4.17%	32.29%
4	Bar	Nil	Nil	%91.62	20.84%
5.	Quality of Service	Nil	Nil	%00I	Nil
6.	Service Personnel	Nil	Nil	%001	Nil
7.	Facilities	Nil	Nil	%00I	Nil
8.	Discounts	%02	59.37%	16.67%	23.96%
9.	A T M Facility	%00I	%00I	Nil	Nil



250

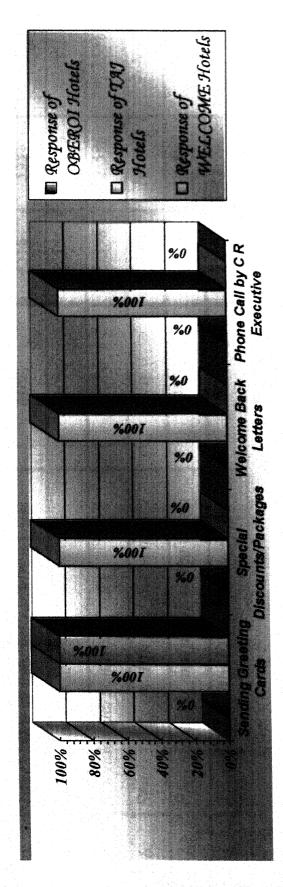
Major Grievances of Customers of WELCOME Hotels 18. (c)

Food & Beverages House-Keeping Room of Choice Bar Quality of Service Facilities Discounts A TM Facility			Response	Resp	Response by Customer	ıstomer
Food & Beverages Nil 10% 90% House-Keeping Nil 100% 100% Room of Choice 10% 8.33% 43.34% Bar Nil 5% 73.33% Quality of Service Nil 5% 95% Service Personnel Nil 8.33% 71.67% Facilities Nil 8.33% 11.67% Discounts 30% 25% 48.33% A T M Facility 100% Nil 81.67%	S. No.		ey Hotel	YES	NO	CAN'T SAY
House-Keeping Nil Nil 100% Room of Choice 10% 8.33% 43.34% Bar Nil 5% 73.33% Quality of Service Nil 5% 95% Service Personnel Nil 8.33% 71.67% Facilities Nil 8.33% 71.67% Discounts 30% 25% 48.33% ATM Facility 100% Nil Nil	1	Food & Beverages	Nil	%01	. %06	Nil
Room of Choice 10% 8.33% 43.34% Bar Nil 5% 73.33% Quality of Service Nil 5% 95% Service Personnel Nil 5% 95% Facilities Nil 8.33% 71.67% Discounts 30% 25% 48.33% ATM Facility 100% Nil	2.	House-Keeping	Nil	Nil	100%	Nil
Bar Nil 5% 73.33% Quality of Service Nil 5% 95% Service Personnel Nil 5% 95% Facilities Nil 8.33% 71.67% Discounts 30% 25% 48.33% A TM Facility 100% Nil Nil	3.	Room of Choice	%01	8.33%	43.34%	48.33%
Quality of Service Nil 5% 95% Service Personnel Nil 8.33% 71.67% Facilities Nil 8.33% 71.67% Discounts 30% 25% 48.33% A T M Facility 100% Nil Nil	4.	Bar	Nil	5%	73.33%	21.67%
Service Personnel Nil 5% 95% Facilities Nil 8.33% 71.67% Discounts 30% 25% 48.33% A T M Facility 100% 100% Nil	5.	Quality of Service	Nil	5%	92%	Nil
Facilities Nil 8.33% 71.67% Discounts 30% 25% 48.33% A T M Facility 100% 100% Nil	9	Service Personnel	Nil	5%	95%	Nil
Discounts 30% 25% 48.33% A T M Facility 100% 100% Nil	7.	Facilities	Nil	8.33%	71.67%	20%
A T M Facility 100% 100% Nil	8.	Discounts	30%	25%	48.33%	26.67%
	9.	A T M Facility	%00I	%00I	Nil	Nil

Justomers in CANT SAY Response of Response of WELCOM their

Types of Efforts made to re-establish the relations with Lost Customers 19.

2/8 2	TYPES	R	Response By	y
D. 146.	EFFORTS	OBEROI	LVI	ИЕ СОМЕ
I.	Sending Greeting Cards	liN .	%00I	%00I
2.	Offering Special Discount/packages	Nil	%00I	Nil
3.	Sending Welcome Back Letters	Nil	%00I	Nil
4.	Phone Call by Customer Relations Executive	Nil	%00I	Nil



Types of efforts made by OBEROI Hotels for developing Customer Loyalty 20. (a)

	racasa so sam	RESPONSE RV	RESPON	SE BY	RESPONSE BY CUSTOMER
S. No.	IIFE OF EFFORI	HOTEL	Yes	No	Can't Say
J.	Offers Discounts	%00I	%00I	Nil	Nil.
2.	Communicates frequently	%07	35%	65%	Nil
3.	Takes care of special requirements	%09	45%	35%	70%
4.	Offers quality service	%00I	62.5%	37.5%	liN .
5.	Provides personalized care	%00I	62.5%	12.5%	75%
9.	Sends Gifts on different occasions	Nil	Nil	100%	Nil
7.	Provide extra amenities in the room	%00I	62.5%	17.5%	70%
8.	Provides quality Food & Beverages	%00I	67.5%	32.5%	Nil

Customers in NO OBEROI Hotels Response of their Response of their Response of their Customers in YTES Customers in CANT SAY 🛮 Response of Efforts Made by OBEROI Hotels for Developing Amenities Quality Food & Customer Eoyalty

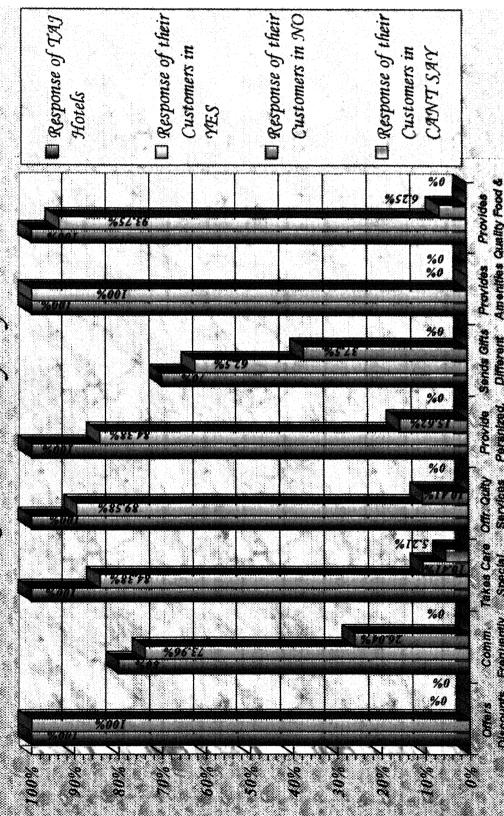
265

Types of efforts made by TAJ Hotels for developing Customer Loyalty 20. (b)

O M.	TVDF OF FFFORT	RESPONSE	RESPON	VSE BY	RESPONSE BY CUSTOMER
5.170.	1	HOTEL	Yes	No	Can't Say
1	Offers Discounts	%00I	%001	Nil	Nil
2.	Communicates frequently	%08	73.96%	26.04%	Nil
3.	Takes care of special requirements	%00I	84.38%	10.41%	5.21%
4.	Offers quality service	%001	89.58%	10.41%	Nii
5.	Provides personalized care	%001	84.38%	15.62%	Nil
9	Sends Gifts on different occasions	20%	62.5%	37.5%	Nil
7.	Provide extra amenities in the room	%00I	%00I	Nil	Nil
8.	Provides quality Food & Beverages	%001	93.75%	6.25%	Nil

Efforts Made by TAI Hotels for Developing

Customer Loyalty



267

Customer Loyalty Types of efforts made by WELCOME Hotels for developing 20. (c)

	ravass so same	RESPONSE	RESPON	VSE BY	RESPONSE BY CUSTOMER
S. No.		HOTEL	Yes	No	Can't Say
I	Offers Discounts	%00I	%00I	Nil	Nil
2.	Communicates frequently	20%	38.33%	61.67%	Nil
3.	Takes care of special requirements	%02	%09	18.33%	21.67%
4.	Offers quality service	%00I	71.67%	28.33%	Nil
5	Provides personalized care	%00I	75%	13.33%	11.67%
9	Sends Gifts on different occasions	Nil	Nil	%00I	Nil
7.	Provide extra amenities in the room	%00I	73.33%	18.33%	8.34%
8.	Provides quality Food & Beverages	%00I	85%	15%	Nil

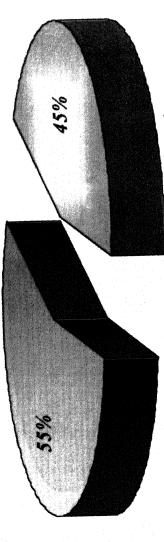
🖪 Response of their C Response of their Customers in NO Response of their Customers in YES Customers in CANTSAY Response of WELCOM Hotels Efforts Made by WELCOM Hotels for Developing Customer Loyalty

Percentage of Existing Customers recommending the Hotel to others

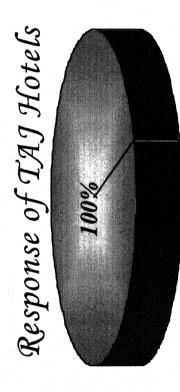


All Hotels of OBEROI claimed 61% and above Customers recommend the hotel

Response of Customers of OBEROI Hotels



□ Customers who RECOMMEND the hotels to others □ Customers who DON'T RECOMMEND the hotels to others

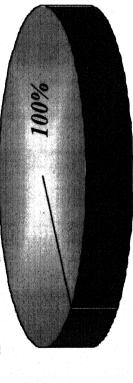


All Hotels of TAJ claimed 61% and above Customers recommend the hotel



☐ Customers who RECOMMEND the hotels to others ☐ Customers who DON'T RECOMMEND the hotels to others

Response of WELCOM Hotels



ALL the Hotels of WELCOM claimed, 61% and above Customers RECOMMEND the hotels

Response of Customers of WELCOM Hotels

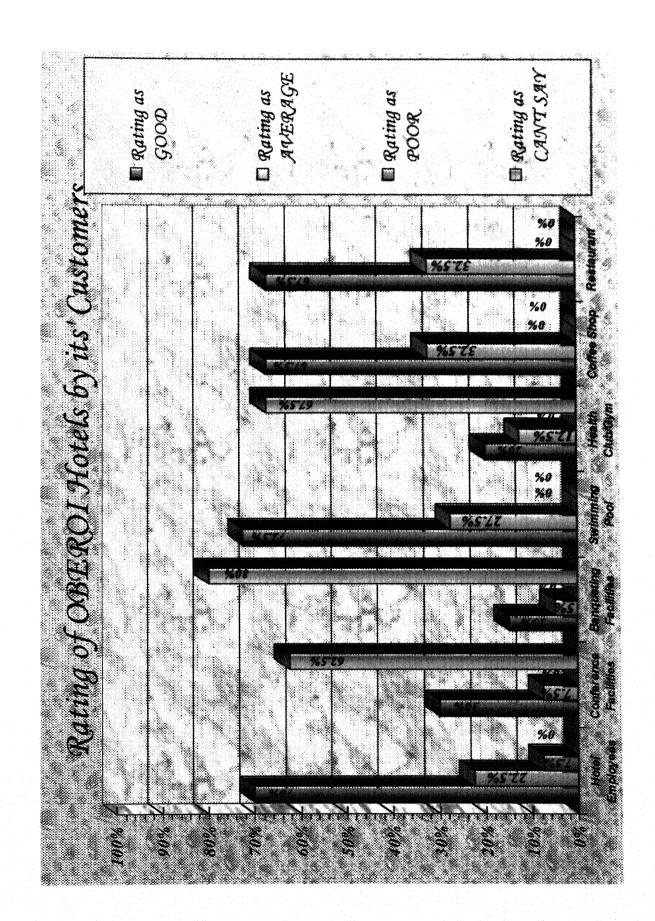


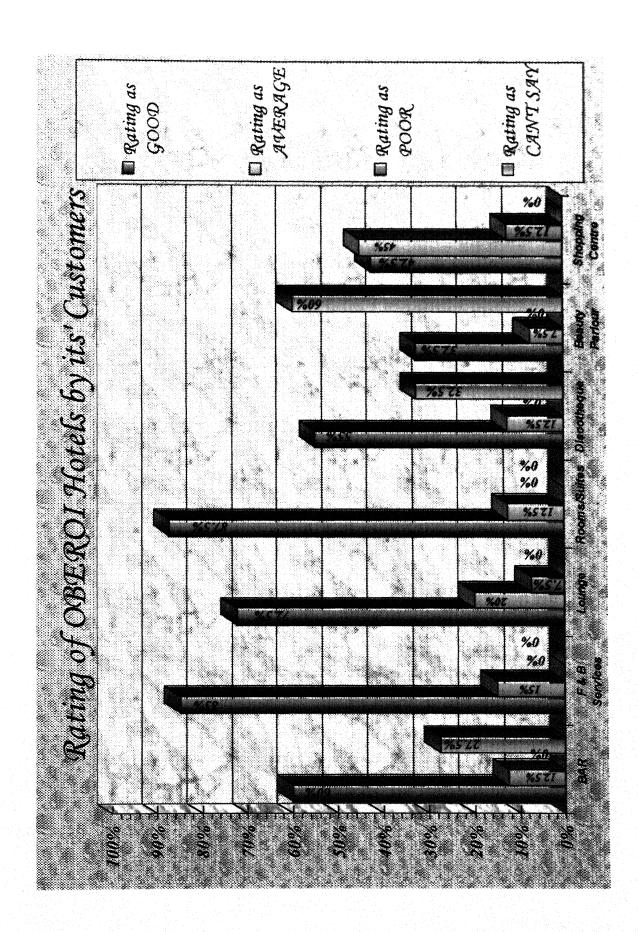
□ Customers who RECOMMEND the hotels to others

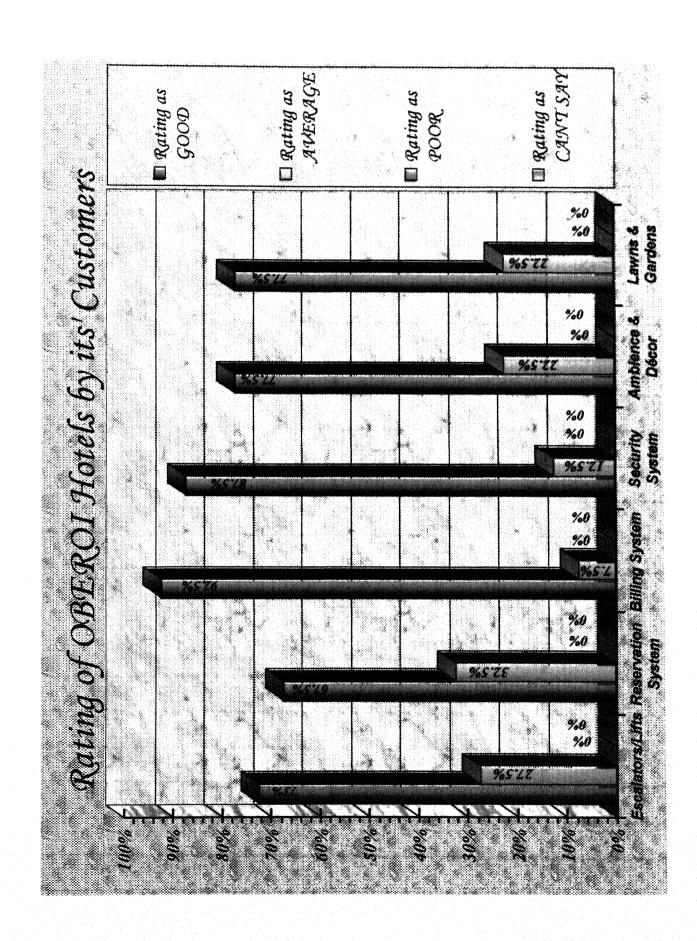
Customers who DON'T RECOMMEND the hotels to others

22. (a) Rating of OBEROI Hotels by its' Customers

S. No.	COMPONENT	GOOD	AVERAGE	POOR	CAN'T SAY
1.	Hotel Employees .	70%	22.5%	7.5%	Nil
2.	Conference Facilities	30%	7.5%	Nil	62.5%
3,	Banqueting Facilities	15%	5%	Nil	80%
4.	Swimming Pool	72.5%	27.5%	Nil	Nil
5.	Health Club\Gym	20%	12.5%	Nil	67.5%
<i>6</i> .	Coffee Shop	67.5%	32.5%	Nil	Nil
7.	Restaurant	67.5%	32.5%	Nil	Nil
8.	Bar	60%	12.5%	Nil	27.5%
9.	F & B Services	85%	15%	Nil	Nil
10.	Lounge	72.5%	20%	7.5%	Nil
11.	Room\Suite	87.5%	12.5%	Nil	Nil
12.	Discotheque	55%	12.5%	Nil	32.5%
13.	Beauty Parlour	32.5%	7.5%	Nil	60%
14.	Shopping Center	42.5%	45%	12.5%	Nil
<i>15</i> .	Escalators\Lifts	72.5%	27.5%	Nil	Nil
16.	Reservation System	67.5%	32.5%	Nil	Nil
17.	Billing System	92.5%	7.5%	Nil	Nil
18.	Security System	87.5%	12.5%	Nil	Nil
19.	Ambience & Décor	77.5%	22.5%	Nil	Nil
20.	Lawns & Gardens	77.5%	22.5%	Nil	Nil







22. (b) Rating of TAJ Hotels by its' Customers

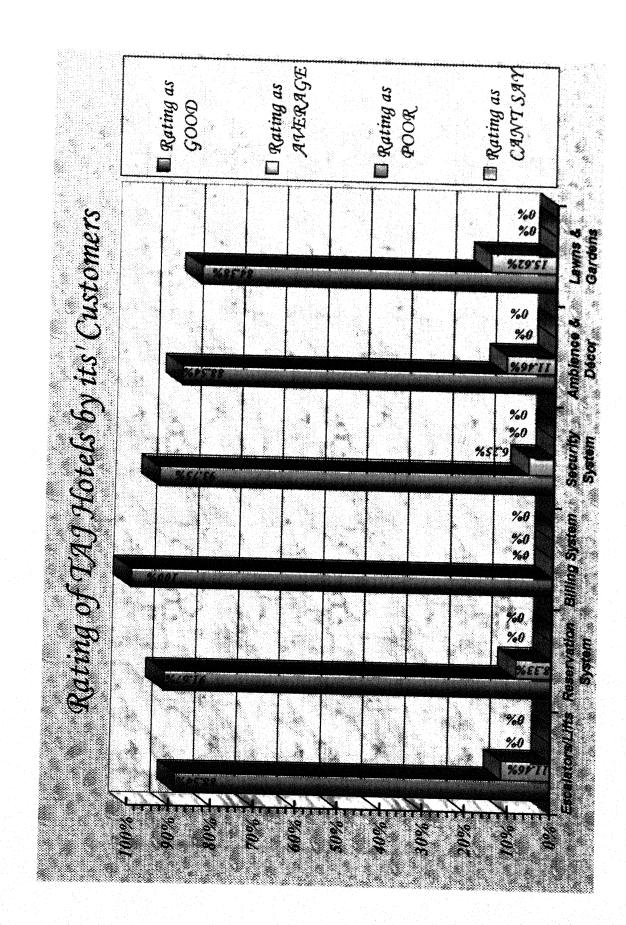
S. No.	COMPONENT	GOOD	AVERAGE	POOR	CAN'T SAY
1.	Hotel Employees	93.75%	6.25%	Nil	Nil
2.	Conference Facilities	19.79%	3.12	Nil	77.09%
<i>3</i> .	Banqueting Facilities	27.08%	4.17%	Nil	68.75%
4.	Swimming Pool	92.7%	7.29%	Nil	Nil
<i>5</i> .	Health Club\Gym	30.21%	1.04%	Nil	68.75%
6.	Coffee Shop	88.54%	11.46%	Nil	Nil
7.	Restaurant	88.54%	11.46%	Nil	Nil
8.	Bar	70.83%	3.13%	Nil	26.04%
9.	F & B Services	93.75%	6.25%	Nil	Nil
10.	Lounge	88.54%	11.46%	Nil	Nil
11.	Room\Suite	92.7%	7.29%	Nil	Nil
12.	Discotheque	63.54%	6.25%	Nil	30.21%
13.	Beauty Parlour	41.66%	7.29%	Nil	51.05%
14.	Shopping Center	88.54%	11.46%	Nil	Nil
<i>15</i> .	Escalators\Lifts	88.54%	11.46%	Nil	Nil
<i>16</i> .	Reservation System	91.67%	8.33%	Nil	Nil
17.	Billing System	100%	Nil	Nil	Nil
18.	Security System	93.75%	6.25%	Nil	Nil
19.	Ambience & Décor	88.54%	11.46%	Nil	Nil
20.	Lawns & Gardens	84.38%	15.62%	Nil	Nil

CANTSAY Rating as GOOD 769F111 5805811

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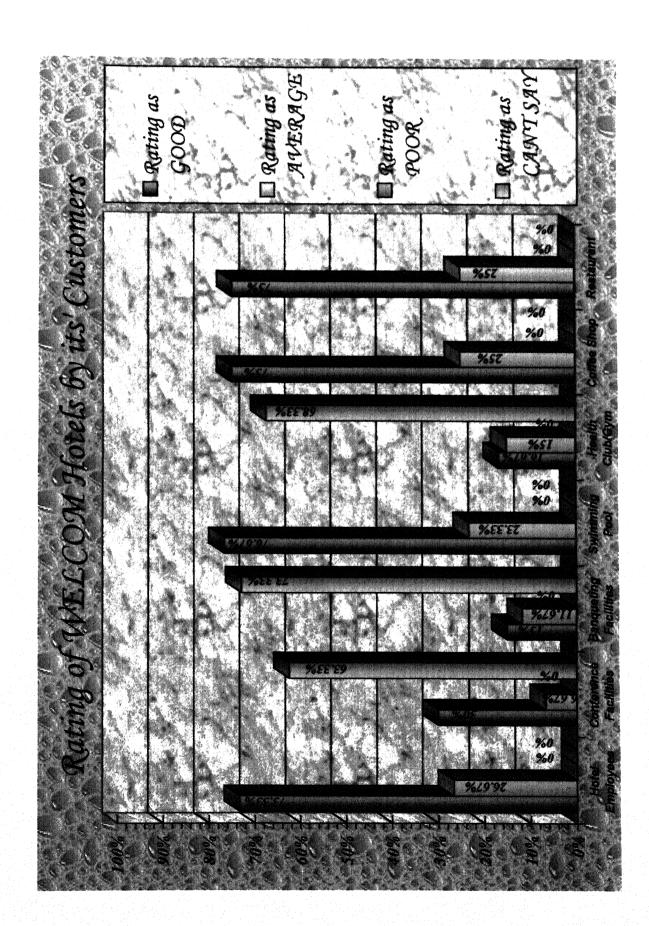
C Rating as CANT SAY Rating as Rating as POOR Rating of TAI Hoteks by its' Customers %559

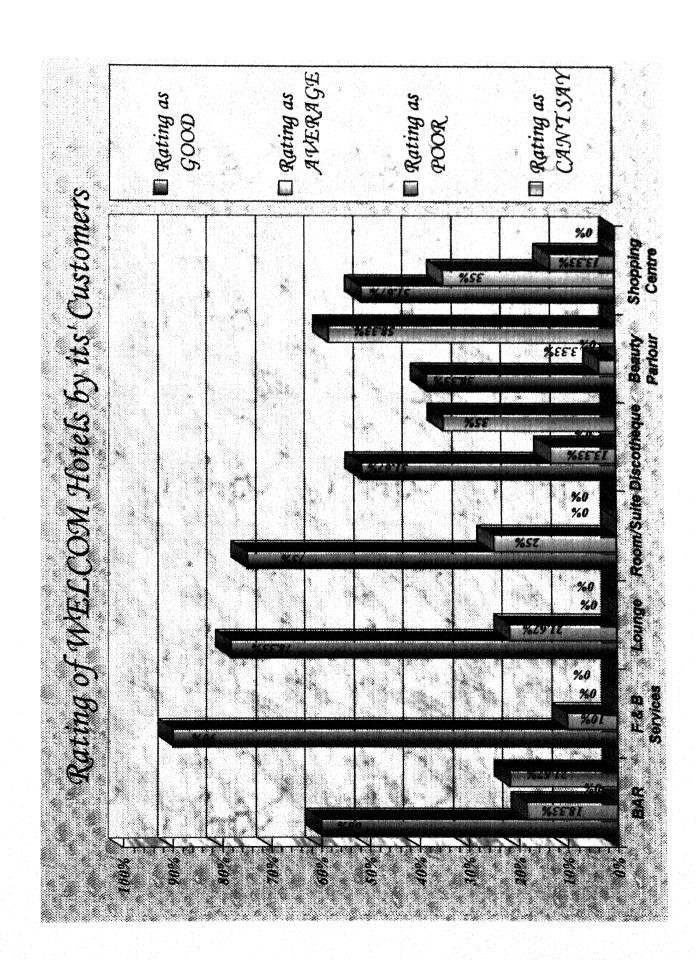
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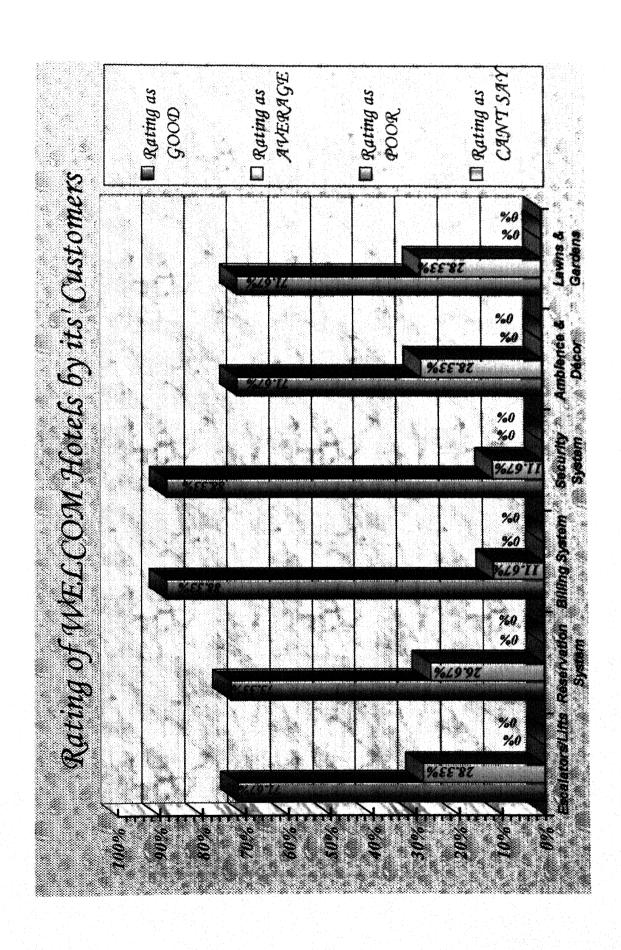
22. (c) Rating of WELCOME Hotels by its' Customers

S. <i>No</i> .	COMPONENT	GOOD	AVERAGE	POOR	CAN'T SAY
1.	Hotel Employees	73.33%	26.67%	Nil	Nil
2.	Conference Facilities	30%	6.67%	Nil	63.33%
3.	Banqueting Facilities	15%	11.67%	Nil	73.33%
4.	Swimming Pool	76.67%	23.33%	Nil	Nil
5.	Health Club\Gym	16.67%	15%	Nil	68.33%
6.	Coffee Shop	75%	25%	Nil	Nil
7.	Restaurant	75%	25%	Nil	Nil
8.	Bar	60%	18.33%	Nil	21.67%
9.	F & B Services	90%	10%	Nil	Nil
10.	Lounge	78.33%	21.67%	Nil	Nil
11.	Room\Suite	75%	25%	Nil	Nil
12.	Discotheque	51.67%	13.33%	Nil	35%
<i>13</i> .	Beauty Parlour	38.33%	3.33%	Nil	58.33%
14.	Shopping Center	51.67%	35%	13.33%	Nil
<i>15</i> .	Escalators\Lifts	71.67%	28.33%	Nil	Nil
<i>16</i> .	Reservation System	73.33%	26.67%	Nil	Nil
17.	Billing System	88.33%	11.67%	Nil	Nil
18.	Security System	88.33%	11.67%	Nil	Nil
19.	Ambience & Décor	71.67%	28.33%	Nil	Nil
20.	Lawns & Gardens	71.67%	28.33%	Nil	Nil





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23. (a) Rating of Employees of OBEROI Hotels by its' Customers

		And the second statement of the second secon		
S. No.	EMPLOYEE CHARACTERISTICS	аооэ	AVERAGE	POOR
	Responsiveness	72.5%	27.5%	Nil
2.	Dress	92.5%	7.5%	Nil
3.	Cooperation	82.5%	17.5%	Nil
4.	Reliability	77.5%	22.5%	Nil
2	Empathy	77.5%	. 22.5%	Nil
9	Professional Skills	87.5%	12.5%	Nil
7.	Personal Grooming	85%	15%	Nil
Language and the second				



O Rating as AVERAGE Rating as GOOD Rating as POOR Rating of Employees of OBEROI Hotels by its' Customers %0 **%**0 %0 **%**0

Rating of Employees of TAJ Hotels by its' Customers

S. No.	EMPLOYEE CHARACTERISTICS	a005	AVERAGE	POOR
	Responsiveness	93.75%	6.25%	Nil
2	Dress	70.83%	29.17%	Nil
3.	Cooperation	93.75%	6.25%	Nil
4.	Reliability	92.7%	7.29%	Nil
5	Empathy	84.38%	15.62%	Nil
9	Professional Skills	%00I	Nil	Nil
7	Personal Grooming	72.92%	27.08%	Nil

D Rating as ALERAGE ■ Rating as GOOD ■ Rating as POOR Rating of Employees of TAI Hotels by its' Empathy Professional Personal Skills Grooming Customers **%0** %0

Rating of Employees of WELCOME Hotels by its' Customers

23. (c)

S. No.	EMPLOYEE CHARACTERISTICS	a009	AVERAGE	POOR
I.	Responsiveness	73.33%	26.67%	. Nil
2.	Dress	83.33%	16.67%	Nil
3.	Cooperation	78.33%	21.67%	Nil
4.	Reliability	75%	25%	Nil
5.	Empathy	71.67%	28.33%	Nil
9	Professional Skills	76.67%	23.33%	Nil
7	Personal Grooming	83.33%	16.67%	Nil
Jacob commentation countries and the second				



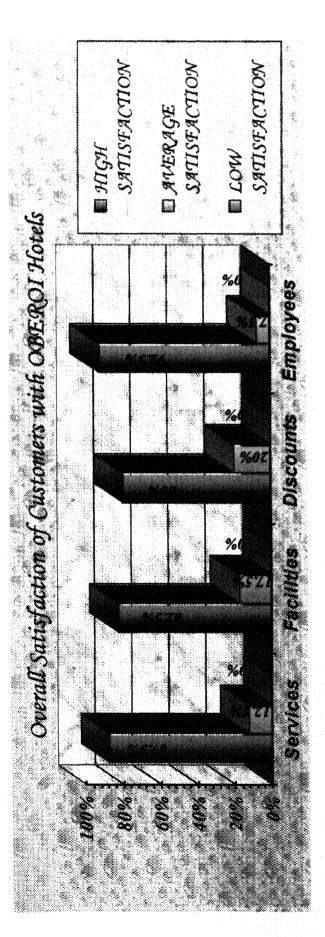
Cating as Rating as GOOD Cook

POOR Rating of Employees of WELCOM Hotels by its/Customers

4>

Overall Satisfaction of Customers with OBEROI Hotels 24. (a)

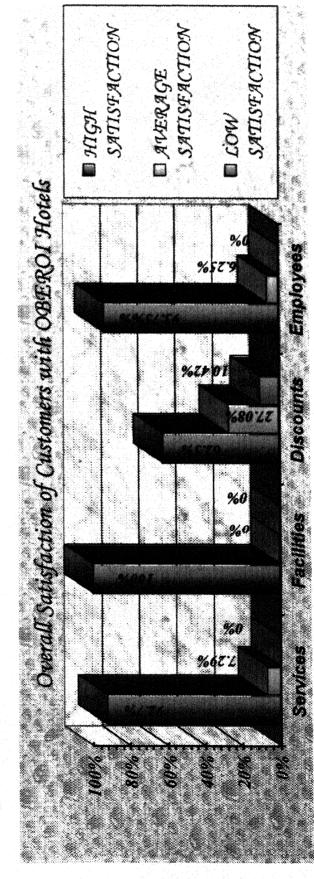
S. No.	FACTOR	НІСН	AVERAGE	ТОМ
	Services	87.5%	12.5	Nil
2.	Facilities	82.5%	17.5%	Nil
3.	Discounts	%08	70%	Nil
4.	Employees	92.5%	7.5%	Nil



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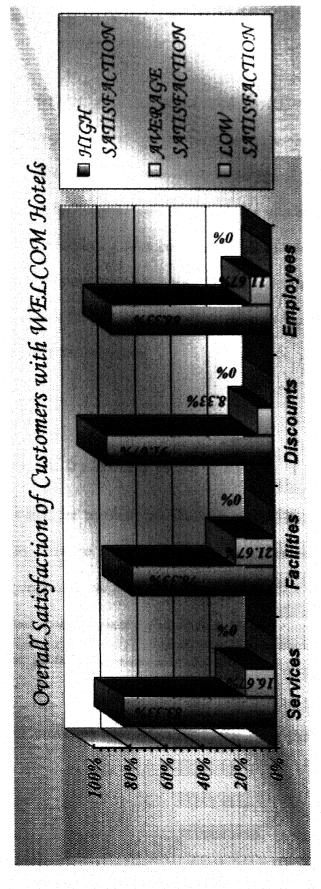
24. (b) Overall Satisfaction of Customers with TAJ Hotels

C Mo	EACTOR	HSIH	HOVBHAV	MUI
3.140. I.	Services	92.7%	7.29%	Nil
2.	Facilities	%001	Nil	Nil
Υ,	Discounts	62.5%	27.08%	10.42%
4.	Employees	93.75%	6.25%	Nil



24. (c) Overall Satisfaction of Customers with WELCOME Hotels

S. No.	FACTOR	H9IH	AVERAGE	ТОЖ
$oldsymbol{I}$	Services	83.33%	16.67%	Nil
2.	Facilities	78.33%	21.67%	Nil
3.	Discounts	%19'16	8.33%	Nil
4	Employees	88.33%	11.67%	Nil





ANALYSIS & FINDINGS

For the purpose of this research, the hotels' of *OBEROI*, *TAJ* and *WELCOME* groups were requested to provide information on different aspects, to evaluate the various practices adopted by them for managing *Customer Relations*. The information thus received from the hotels has been cross-checked by the researcher by questioning their *regular customers* with the help of a questionnaire (*Annex. B*). For interpretation, the Data collected from both i.e., *hotels* and their *regular customers* has been taken into consideration. Firstly, the claims made by the hotels have been presented, secondly, the information received from the customers regarding the same aspect has been put forth and finally, interpretation of the data has been done.

1. Privileges Provided by Hotels to its' Customers

Customers look forward to certain privileges which are normally provided by hotels. These privileges do not cost the hotels much but create immense good will amongst the customers. Some of the common privileges are like, road transport to and from the railway station/airport, a welcome drink on arrival, flowers on arrival, complimentary fruit basket in the room, complimentary newspaper, complimentary bed tea, guide on payment basis, etc.

All the hotels surveyed, claimed that they are providing the following facilities to their customers.

- ♥. Welcome Drink on Arrival.
- S Complimentary Newspaper
- Street Complimentary Bed Tea

100% of the Customers surveyed have also responded in the affirmative and endorsed the claims made by the hotels in this regard.

All the hotels have also stated that they are providing the following facilities to their customers.

- Solution Road Transport (on request) to and from the Railway Station/Airport on payment basis.
- Suide on payment basis.

The responses received from the customers on the above issues, are either *yes* or *can't say*. This indicates that the customers who have responded by using the option *can't say* did not ever demanded the facility. Therefore, it can be concluded that the claims made by the hotels are correct.

It has been found that only 20% of Oberoi hotels, 30% of Taj and Welcome hotels are offering flowers to the customers on their arrival. This fact has been confirmed by the high percentage of the negative replies (87.5% of Oberoi, 78.13% of Taj and 86.67% of Welcome) received from the customers.

Complimentary fruit basket in the rooms is being provided by 30% Oberoi, 100% Taj and 10% Welcome hotels. This fact has been confirmed by the low affirmative responses of the customers of Oberoi and Welcome (20% and Nil, respectively). On the other hand, the practice of Taj hotels has been confirmed by the 100% affirmative responses of the customers.

It appears from the above data that the customers of Taj hotels are being offered more privileges than the customers of Oberoi and Welcome hotels and this reflects the concern of Taj hotels towards customer satisfaction.

2. Hotels' Criteria of Regular Customer

Each and every customer is important for the hotel but the ones who visit frequently are more important because they are more profitable for the hotel. Hotels have different criteria for according the status of a regular customer. Some hotels consider corporate customers, tour promoters and customers staying for a certain number of nights in a month, as their regular customers.

It was found that all the hotels surveyed, consider those customers regular who book for at least 5 nights in a month or are corporate customers or tour promoters. The addresses of such customers have been obtained by the researcher from the hotels for cross-checking the declarations made by them (hotels) while answering the questionnaire (Annex. A).

3. Discount offered by Hotels to its' Regular Customers

Regular customers expect that the hotels should treat them differently by giving them some extra privileges like, discounts on room tariff, food & beverages (f & b), conference facility, secretarial assistance, etc.

In this context, it has been claimed by all the hotels surveyed that they are offering discount on room tariff to their regular customers and this fact has also been endorsed by the 100% positive response given by customers of all these hotels.

On Food and Beverages, hotels of Oberoi and Taj are not offering any discount whereas all Welcome hotels are giving discount on the same. This fact has been confirmed by zero positive responses and extremely high negative responses of the customers of Oberoi and Taj (87.5% and 88.54%, respectively) and 83.33% of positive responses of Welcome hotels' customers with zero negative responses.

On the issue of discount on conference facility, 50% of the Oberoi hotels and 20% of the Welcome hotels claimed to be offering discount, whereas Taj hotels denied offering any such discount. This fact has been verified by 25% of the Oberoi and 6.66% of Welcome customers. Information on the issue of this discount has not been provided by 62.5% of Oberoi customers, 77.09% of Taj customers and 63.33% of Welcome customers, which may be due to the fact that they may not have demanded the conference facilities. The negative replies – 12.5% of Oberoi customers and 30.01% of Welcome customers are due to the fact that only 50% of the Oberoi hotels and 20% of Welcome hotels are providing discount on conference facilities. Whereas 22.91% of negative replies of Taj customers is justified as none of the Taj hotel is offering this discount.

None of the hotels gives discount on *Secretarial Assistance*. This fact has also been stated by the customers who have either denied the receipt of such discount or have shown ignorance about the issue, probably due to lack of interest in the facility.

The can't say responses given by the customers in relation to discounts is most likely due to the fact that they have not bothered to even check into their bills or have hardly asked for a discount on the facilities or have ever demanded the facilities.

From the above data it is quite obvious that Welcome hotels are giving maximum discounts whereas Taj hotels are giving minimum discount which may lead to dissatisfaction of Taj customers.

4. Importance Given by Hotel to Customers' Locational Choice of the Room

Sometimes, when the customer checks-in the hotel, he demands a room located at a specific place or direction of the hotel. This preference may be because of the scenic view of a lake, sea, mountain, hills, monument, vastu shastra, etc. Some hotels give importance to the room choice by customers, whereas others over look it.

All hotels of Oberoi and Taj have stated that they give importance to the customers' locational choice of the room, whereas only 40% of Welcome hotels do so. The survey of the customers revealed that only 35% of Oberoi, 54.17% of Taj and 20% of Welcome customers accepted the statement made by the hotels and 15%, 10.42% and 46.67% of the customers of Oberoi, Taj and Welcome respectively, denied the claim. The reasons for denial by the customers of Oberoi and Taj may be because of the fact that during the period of high inflow of customers, some customers may have been denied a room of their choice. The high rate of denial by Welcome customers may be because only 40% of Welcome hotels' are giving importance to the customers' locational choice of the room. The remaining 50% of Oberoi, 35.41% of Taj and

33.33% of Welcome customers, did not offer any opinion which may be due to the fact that they might have never expressed a choice for a particular room.

From the above facts, it is evident that the majority of Welcome hotels are not giving importance to customers' locational choice of the room whereas Oberoi and Taj hotels are showing higher concern for this demand of the customers.

5. Reservation of Preferred Tables in the Restaurant for the Customers

Just like the room choice, customers also prefer to occupy a table at a specific location in the Restaurant.

The survey of Oberoi hotels revealed that only 30% of Oberoi hotels pay attention to the customers' locational preference of table in the restaurant. This has also been admitted by 50% of Oberoi customers that the hotels do not give any importance to their choice regarding table. Only 27.5% customers agreed to the fact that they get a table of their choice and 22.5% did not offer any information on this issue which may be due to the fact they might have not demanded a table of their choice.

The survey of Taj hotels revealed that all the hotels of Taj give importance to the customers' locational preference of table in the restaurant. This has also been admitted by 64.58% of Taj customers that the hotels give importance to their choice regarding table. Only 14.58% customers denied the fact that they get a table of their choice and 20.48% customers did not

provide any information on this issue which may be on account of the fact that they might have not asked for a table of their choice.

70% of Welcome group hotels stated that they give importance to customers' choice of tables in the restaurant. This fact has been verified by the 38.33% affirmative replies received from the customers. The 30% negative replies received from the customers may be due to the fact that 30% of the Welcome hotels are not particular about the customers' choice of table in the restaurant. The 31.67% customers of Welcome hotels have chosen to be indifferent on this issue as they may not be having any preference for table location and hence may have never asked for it.

From the above, it can be concluded that Taj hotels are giving greater importance to the choice of table by the customer. This also becomes evident from the responses of the customers in this context.

6. Facilities in Hotels for Children, Accompanying the Customers

Many customers come to the hotel with their families. Such customers look forward to certain facilities for the entertainment of the children. The availability of such facilities like swings, toys, baby sitters, etc., makes the stay of the customer more pleasurable. Some hotels understand this particular need of the customers and provide these facilities.

The availability of child play area in the hotels is quite low i.e., 40% of Oberoi, 23.33% of Taj and 30% of Welcome hotels. This fact has been confirmed by the customers of these hotels.

Similarly, swings for children are available only in 20% of Oberoi and 30% of Welcome hotels. None of the Taj hotels have reported the availability of swings in their property.

All the hotels maintain a stock of toys for children. This has been confirmed as *no customer* has reported the non-availability of toys. The customers who have expressed their ignorance related to this issue may be on account of the fact that either they did not visit the hotel with their children or they may not have demanded toys for some or the other reason.

All hotels of Oberoi and Taj and only 50% of Welcome give gifts to the children accompanying the customers. No negative replies have been received from the customers of Oberoi and Taj which indicate that all the hotels of these two groups give gifts to the children, whereas 13.33% of the customers of Welcome have denied receiving such gifts by their children. This denial may be because only 50% of the Welcome hotels are practicing the tradition of giving gifts to the children.

On the issue of baby sitter, Oberoi hotels have denied having such provision. Only 30% of Welcome hotels are having this provision, whereas all the hotels of Taj are having this facility for children. This fact has been endorsed by the customers of Taj as no negative replies have been reported. 13.33% customers of Welcome group hotels have replied in the negative on the availability of baby sitters. This denial is because only 30% of the Welcome group hotels are offering baby sitter facility. Majority of the customers, i.e., approximately 70%, of these three groups of hotels have expressed their unawareness regarding the baby sitter facility as either they may have not demanded the facility or they may not have visited the hotel with their children who required a baby sitter.

From the above, it is obvious that *Taj hotels* are showing a greater concern for the customers by taking care of the entertainment of their children and also the pleasure of the parents by relieving them from the responsibility of children, partially, during their stay.

6. Conveniences Available at Hotels

Customers coming to the hotels at times require certain conveniences like road maps, railway time tables, airline time table, ATMs, credit card acceptance, money conversion facility, shopping facility, beauty parlour, health club/gym, massage parlour, mobile phone recharge points, etc.

On investigating the availability of these conveniences at different hotels of the three groups i.e., *Oberoi, Taj* and *Welcome*, it was found that except ATMs, all the above mentioned conveniences are available in all the hotels. This finding was reinforced by the positive responses received from the customers. Some of the customers who have indicated their unawareness may be ones who did not look for these conveniences for some or the other reason.

ATMs have become a very essential requirement and their non-availability in all the hotels is bound to cause inconvenience to the customers. The absence of ATMs may be due to the fact that as the customers may be having accounts of various banks and therefore the installation of several ATM counters may be required. This may be the probable reason restricting the hotels from their installation as a lot of space may be required for the same.

amongst the *Oberoi* and *Welcome* hotels (30% and 20% respectively). Incidentally, all the Taj hotels are aware of the liquor preferences of their regular customers.

From the above information, it is clear that Taj hotels have maximum information about their regular customers, followed by Welcome hotels.

9. Storage of Customer Database

All the hotels surveyed, reported storing their customer database in hard copy as well as soft copy i.e., paper files and computers both.

10. Assistance Provided by OBEROI Hotels to its' Customers

Customers have expectations of assistance form the hotels related to various aspects like, helping them in making their itineraries, arranging road transport for local travelling and providing computer for working. Replying to the query related to the availability of these assistance, all the hotels surveyed responded positively. This assertion by the hotels on being cross-checked through the customers was found to be true as no negative replies were received. The replies which were received as *can't say* are probably of those customers who have either not demanded such type of assistance or are ignorant about their availability.

11. Greetings & Gifts sent to the Regular Customers by Hotels

Greeting Cards and small Gifts are an excellent means of making the customers feel that the hotel cares about them. They are not a very expensive means of promotion but gives immense

pleasure to the customers. They are a good source of reminding, building relations and developing and maintaining customer loyalty.

The hotels under survey, were requested to provide information related to the different types of cards and small gifts sent by them to their regular customers. The replies received are as follows:

- All hotels of the three groups reported sending *birthday cards* to their customers. This fact was substantiated by the customers of these hotels as not even a single negative reply was received from them.
- As per the findings reported earlier only 20% of the Oberoi hotels have information about the marriage anniversary date of their customers. Inspite of the fact that all hotels of Taj and Welcome group have the marriage anniversary date of their customers in their database only 60% of Taj and 30% of Welcome group hotels are sending marriage anniversary cards to their customers. This fact has been authenticated from the answers received from the customers as 60.42% customers of Taj and 60% customers of Welcome hotels have denied receiving marriage anniversary cards.
- ➡ Festival Cards and special occasion greeting cards are not being sent by any
 of the hotels surveyed.
- New Year Card is being sent by 40% of Oberoi hotels, 60% of Taj hotels and 70% of Welcome hotels. This claim was confirmed by the 25% of Oberoi, 27.08% of Taj and 33.33% of Welcome customers.
- Small Gifts are not being sent by Oberoi and Welcome hotels, whereas 50% of Taj hotels are sending small gifts to their customers. This claim made by Taj

has been supported by the 59.37% positive replies received from their customers.

12. Special Packages/Discounts offered by Hotels to Regular Customers for Celebrating different Occasions

Regular customers look forward to special packages/discounts from hotels to celebrate different occasions like new year eve, marriage anniversary, etc. Such expectation is quite natural as they are having a regular association with the hotel.

Such special packages/discounts are being offered by all the hotels of the three chains as this declaration was proved to be correct when cross-checked with the responses given by the customers as zero negative responses are available. Majority of the customers, 70% of Oberoi, 58.33% of Taj and 65% of Welcome hotels did not convey their opinion on this issue, which is probably due to the fact that they did not demand any special package/discount from the hotels.

13. Existence of System in Hotels ensuring Feedback Form completion by Customers

Control is essentially required for ensuring high service quality in hotels. Hotels exercise control, by obtaining feedback from the customers, by using a feedback form. In this feedback form the customers are requested to rate different aspects of the hotel which are related to quality of service, facilities, and list their grievances, etc. It is essential that a system exists in the hotel for

ensuring the completion of these feedback forms by the customers as they provide directions for improvement in the different areas of hotels.

Cent percent hotels of *Oberoi* and *Taj* claimed that they have a system to ensure completion of feedback forms by the customers and this assertion was substantiated by all the customers of these hotels. Interestingly, on the other hand only 70% of the *Welcome* hotels stated the existence of this system and the same has been confirmed by negative replies of the *60% customers* of these hotels.

14. Study conducted by Hotels to judge the Satisfaction Level of Customers

It is indispensable for a hotel to conduct research on a regular basis for measuring the satisfaction level of its customers. Such studies help the hotels in diagnosing their strengths and weaknesses and thus provide an opportunity to improve on their weakness. This may result into taking steps which may increase satisfaction level of customers in future.

Customer Satisfaction Research Studies are conducted in 70% of Oberoi, 100% of Taj and 60% of Welcome hotels as stated by the hotels. This data has been confirmed by the positive responses received from, 50% of Oberoi, 76.04% of Taj and 43.3% of Welcome hotels' customers who admitted coming across customer satisfaction study in their respective hotels. Negative replies on this issue were received from 50% Oberoi and 56.67% of Welcome hotels customers as customer satisfaction measurement studies are not been conducted by 30% of Oberoi and 40% of Welcome hotels. The negative replies of customers of Oberoi, Taj and Welcome hotels, related to customer satisfaction study, may also be due to the fact that when these studies were conducted they were

not present as it seems to be in the case of *Taj* group which claims to conduct such studies on a regular basis.

In order to confirm the declarations made by the hotels, another query was made from the hotels regarding the *frequency of customer satisfaction study*. The following facts have been revealed from this query.

- \$\infty\$ 40% of Oberoi hotels conduct a quarterly study and 60% of them conduct a study on half-yearly basis.
- 🜣 100% of Taj hotels conduct a quarterly study.
- \$ 70% of Welcome hotels conduct study on half-yearly basis and the rest 30% hotels conduct this study on an annual basis.

From the above, it is evident that *Taj* group is paying greater attention on customer satisfaction by obtaining information on causes related to customer dissatisfaction.

15. Sources of Information tapped by hotels for Assessing Customer Satisfaction

In hotels for assessing customer satisfaction, the management uses different sources of information like customer feedback form, front office, customer relation executives and central information system. All the hotels surveyed stated that they are using all the four afore mentioned sources to obtain information regarding customer satisfaction.

16. Time taken by Hotels for Customer Problems/Grievances, Redressal and Suggestion Implementation

Customers frequenting five star hotels have high standards of living and expect from the hotels to deliver service matching with those standards. Sometimes, on some or the other account the customers encounter problems in the hotels and have grievances. They at times also offer suggestions for improvement in the different areas of hotel. It is obligatory on the part of hotel management to redress the problems and grievances of the customers as quickly as possible. Management can also be benefited by implementing the good suggestions offered by the customers.

The hotels and their respective customers were asked on the time taken by the hotel, to redress customers' problems and grievances and the time taken in implementing their *good* and *feasible* suggestions. It was very happily discovered after cross-examination of the customers that the claim made by all hotels of taking *immediate action* in this regard was 100% true.

17. Customers' Satisfaction by the Problem Redressal System of the Hotels

The customers were asked to state their satisfaction related to problem redressal system of the hotel, and once again it was happily discovered that all of them are satisfied with the system of their respective hotels.

18. Major Grievances of Customers of Hotels

In order to assess the grievances of customers related to different areas, like, food & beverages, house keeping, room of choice, bar, quality of service, service personnel, facilities, discounts and ATMs, hotels and customers both were requested to indicate clearly. All the hotels have stated that their customers do not have any grievances related to food & beverages, house keeping, bar, quality of service, service personnel and facilities. The majority of customers i.e., 70% and above have also cited that they do not have grievances related to the above areas in their respective hotels.

Room of choice has been quoted by 20% of Oberoi, 40% of Taj and 10% of Welcome hotels as major issue of grievance. The 20% of Oberoi, 63.54% of Taj and 8.33% of Welcome customers have also stated room of choice as a major grievance. This grievance of 20% of Oberoi and 63.54% of Taj customers may be because Oberoi and Taj hotels are not able to provide room of customers' choice inspite of the fact that all their hotels give importance to this demand of the customers. This inability on the part of Oberoi and Taj hotels may be on account of high inflow of customers. Keeping in view that only 40% of Welcome hotels are giving importance to room choice and the rest 60% of Welcome hotels are not giving any importance to this issue. Inspite this fact only 8.33% customers of Welcome hotels have stated room choice as a grievance, probably this may be due to the fact that Welcome hotels are not hard pressed for rooms due to low business or some other reason.

Discounts is another area which has been pointed out as a major grievance by both the hotels as well as their customers. 60% of Oberoi, 70% of Taj and 30% of Welcome hotels have cited this issue as a major customer grievance. This data has been corroborated from the responses

received from 62.5% of Oberoi, 59.37% of Taj and 25% of Welcome hotels' customers. The low percentage of Welcome customers having grievance related to discount may be due to the fact that all their hotels are providing discounts on food & beverages, whereas none of the Taj and Oberoi hotels are doing so. This discount on food & beverages by Welcome may be to attract more business.

ATM facility has been cited as a major grievance by both, all the hotels as well as all their customers surveyed. The nonexistence of ATMs in hotels may be due to the fact that as the customers may be holding accounts of various banks, necessitating the installation of ATM counters of several banks. This may be the probable reason restricting the hotels from their installation as a lot of space may be required for the same.

19. Types of Efforts made to re-establish the relations with Lost Customers

Customer Satisfaction leads to retention of the customer & development of loyalty. On the other hand, dissatisfaction may lead to attrition. Attrition is a stage in which the customer starts developing a negative attitude for the hotel. If the hotel management is not able to check this negative attitude at this stage the customer may enter the next stage, which is defection. Defection is a stage in which the customer begins patronizing the competitors. Therefore it is vital for hotel management to make all efforts to change the attitude and retain the customers before they defect. If once the customer defect it becomes very difficult to reacquire them as they may develop loyalty to the competitors. Once if the customers are reacquired they have to be satisfied for retaining and developing loyalty.

Hotels make different types of efforts to re-establish relations with the lost customers like sending them welcome back letters, greeting cards, offering special packages and discounts and telephonic communication.

It has been found that all the Oberoi hotels surveyed do not make any kind of effort to reestablish relations with lost customers. Welcome group hotels have stated that they only send greeting cards for re-establishing relations. On the other hand, all hotels of Taj are practicing the four above mentioned methods.

20. Types of efforts made by WELCOME Hotels for developing Customer Loyalty

Loyal customers are a major strength of any hotel, but developing loyalty amongst customers is not an easy job. It requires a lot of efforts and sacrifices on the part of the hotel. The efforts made for developing customer loyalty do not go unrewarded. Loyal customers are a big asset of the hotel as they provide regular sales and at the same time positive word of mouth which leads to further increase in sales.

Hotels make different types of efforts for developing customer loyalty like offering discounts, communicating frequently, taking care of special requirements of the customers, offering quality service, providing personalize care, sending gifts on different occasions, providing extra amenities in the room, providing quality food and beverages, etc. The findings related to these aspects are as follows:

- Discounts offered: All the hotels and their respective customers agreed unanimously that discounts are being offered by the hotels.
- Communication: 40% of Oberoi, 80% of Taj and 50% of Welcome hotels claimed that they communicate frequently with their customers with an intention of developing loyalty. This claim was confirmed by the positive responses received from the customers of the three hotel groups 35% of Oberoi, 73.96% Taj and 38.33% Welcome.
- Care of special requirements: 60% of Oberoi, 100% of Taj and 70% of Welcome hotels claimed that they take care of the special requirements of their customers. This assertion has been found to be correct taking into consideration the positive responses of, 45% Obeori, 84.38% Taj and 60% Welcome, customers.
- Quality Service: All the hotels of the three groups declared that they are providing quality service to their customers. This has been verified by the positive response of, 62.5% Oberoi, 89.58% Taj and 71.67% Welcome, customers who agreed that they receive quality service from their respective hotels.
- Personalized Care: All the hotels of the three groups stated that they are providing personalized care to their customers. This information has been confirmed from the positive response of, 62.5% Oberoi, 84.58% Taj and 75% Welcome, customers who agreed that they receive quality service from their respective hotels.
- Gifts on different occasions: None of the hotels of Oberoi and Welcome are not giving gifts to their customers on different occasions, whereas 70% of Taj hotels are sending gifts to their customers on different occasions. This fact has been verified by the 62.5% positive responses received from the customers of Taj.
- Extra amenities in room: All the hotels of the three groups have cited that they are providing extra amenities in the rooms of regular customers to make them loyal and the

same has been found to be true by the positive responses of the customers of these three hotels -62.5% of Oberoi, 100% of Taj and 73.33% of Welcome.

Quality food & beverages: Cent percent hotels of these three group stated that they are providing quality food & beverages to their customers. This statement has been endorsed by the affirmative responses of 67.5% of Oberoi, 93.75% of Taj and 85% of Welcome hotels.

Although, the claims related to quality service, personalized care, extra amenities in the room and quality food & beverages have made by all the hotels but it seems from the analysis of the above data that the performance of Taj group of hotels is most effective followed by Welcome. Besides, Taj group of hotels have emphasized more on taking care of the special requirements of the customers and frequent communication with the customers than the other two groups. As far as the practice of sending gifts to the customers on different occasions is concerned, it seems that it has been exclusively adopted by majority of the Taj group of hotels.

21. Percentage of Existing Customers recommending the Hotel to others

All the hotels surveyed claimed that majority of their customers i.e., 61% and above recommend their hotel to others. On verification of this claim the customer responses were supportive as 45% of Oberoi, 65.63% of Taj and 51.67% of Welcome customers agreed recommending their hotel to others. The high responses of Taj customers indicate their greater satisfaction and loyalty towards the hotel.

22. Rating of Hotels by their Customers

Customers frequenting hotels make their own assessment of different things related to the hotel like, employees, conference facilities, banqueting facilities, swimming pool, health club/gym, coffee shop, Restaurant, bar, f & b services, lounge, room/suite, discotheques, beauty parlour, shopping centre, escalators/lifts, reservation system, billing system, security system, ambience and décor, lawns and gardens, etc.

The majority of Oberoi customers (67.5% and above), Taj customers (88.54% and above) and Welcome customers (71.67% and above) have rated their hotels', employees, swimming pool, coffee shop, Restaurant, f & b services, lounge, room/suite, escalators/lifts, reservation system, billing system, security system, ambience and décor and lawns and gardens, as GOOD. This rating given by customers is very essential for the hotels, since if the customer is not satisfied with these components his attitude towards the hotel will not be favourable resulting in low satisfaction and loyalty which will have an impact on the business of the hotel.

Majority of the customers (51% and above) of all the hotels surveyed have given no opinion regarding the, conference facilities, banqueting facilities, health club/gym and beauty parlour, of their respective hotels. This may be due to the fact that they have not utilized these facilities and are therefore ignorant about the quality of the same.

The *Bar of Oberoi* and *Welcome hotels* has been rated by 60% of their customers as *GOOD*, whereas the *Bar of Taj hotels* has been rated by 70% of its customers as *GOOD*. 27.5% of Oberoi, 26.04% of Taj and 21.67% of Welcome customers have abstained from offering any

rating for the *Bar*, which may be due to the fact that they may be teetotalers. This data reveals that Bars of Taj hotels are more appreciated by their customers than any other hotel.

The Discotheques of Oberoi, has been rated GOOD by 55% of its customers, similarly, Welcomes' Discotheques have been rated GOOD by 51.67% of its customers. On the other hand, the discotheques of Taj hotels have been rated GOOD by 63.54% of its customers. On an average, 32.5% of the customers of all hotels have not provided any information which is possibly on account of their lack of interest in foot-tapping or lack of time.

Shopping Centres available in Oberoi hotels have been rated GOOD by only 42.5% of their customers. 51.67% of Welcome hotel customers rate the shopping centres in their hotels as GOOD whereas 88.54% of Taj customers have rated their hotels' shopping centres as GOOD.

An overview of all the data presented above clearly indicates that the satisfaction with the different components of the hotels of Taj customers is higher followed by Welcome hotels' customers.

23. Rating of Employees of Hotels by their Customers

All the employees participating in the delivery of service in a hotel provide cues to the customers regarding the nature of the service itself. How these people are dressed, their responsiveness, cooperation, reliability, empathy, professional skills, personal grooming etc., influence the customers' perception of the hotel. Keeping this in view, the customers were asked to rate the employees on different parameters mentioned above. Majority of the customers (71.67% and above) of all hotels have rated the employees GOOD on the different parameters and none of

them have given a poor rating on any aspect to the employees. This indicates that the customers of all the hotels are satisfied with the employees of their respective hotels.

24. Overall Satisfaction of Customers with Hotels

Customer satisfaction is the key to the success lock of customer retention. A satisfied customer normally continues to avail the services of the hotel. The hotel should ensure the satisfaction of its customers under all circumstances. The customers were asked to rate their overall satisfaction with the hotels' services, facilities, discounts and employees.

The *services* of *Oberoi* were rated as HIGH by 87.5% customers, 92.7% customers of Taj rated the services of Taj as HIGH and 83.33% customers of Welcome hotels rated the services of Welcome hotels as HIGH. The rest rated the services as AVERAGE.

The facilities of Oberoi has been rated as HIGH by 82.5% customers, 78.33% customers of Welcome hotels rated the facilities of Welcome hotels as HIGH and surprisingly, 100% customers of Taj rated the facilities of Taj as HIGH. The rest of the customers of Oberoi and Welcome rated the facilities as AVERAGE.

The satisfaction with *discounts* offered by the hotels was found to be highest amongst the customers of Welcome hotels as 91.67% of the customers rated the discount factor as HIGH. 80% of the Oberoi customers have given a HIGH rating to the discounts offered by the hotels. Whereas, on the other hand, customers of Taj hotels seem to be dissatisfied with the discount policy of the hotel group and this has been clearly reflected from the fact that only 62.5% customers have rated the discounts offered as HIGH and 10.42% of customers have rated the

discounts as LOW. In the case of Oberoi and Welcome hotels none of the customers have rated discounts LOW.

Customers have rated the hotel *employees* quite highly. 92.5% of Oberoi customers have given a HIGH rating to the *employees* and similarly 93.5% of Taj and 88.33% of Welcome customers have shown their appreciation.

Chapter - 7

Suggestions

Conclusion

Hotel is a place which the customer considers as his home while he is away from home.

Therefore, it is obligatory on the part of hotel management to serve in a manner that he feels at home.

Hotels should concentrate not only on product satisfaction but satisfaction on all related aspects of the purchase and consumption process. They should keep constant communication with customers and often add value in the product and services and make them distinctively better than competitors. Customers should be made to feel quite often that the hotel cares for them. Hotels should have a system of knowing customer satisfaction and reaction. This knowledge should be used by them (hotels) in a positive sense as a means to enhance their efficiency. This will give the customers a feeling that the hotels consider them to be their part. The hotels should make them feel that they are their best and most important customers.

The hotels should so design their marketing mix i.e., product, price, place, promotion, people, physical evidence and process that the customers feels delighted. In order to achieve their sales objectives hotels should make sincere efforts to develop excellent relations with customers and make them hard core loyal.

Customer Relationship Management is the *key* to *success lock* for the hotels. This key can be obtained by hotels by concentrating on the customers and orchestrating their marketing mix with the customers' *needs* and *wants*.

With this in view, the following suggestions have been offered to the hotels of the three groups i.e., *Oberoi, Taj* and *Welcom*.

Suggestions

For

OBEROI HOTELS

Suggestions offered to OBEROI group of hotels

The Oberoi group is a professionally managed group. The management and staff of Oberoi hotels are hand picked personnel. They are a highly motivated lot and have a high degree of knowledge about their profession. The Oberoi hotels are doing good business but there is always scope for improvement. With this consideration the following suggestions are being offered.

- 1. Customers may be welcomed with flowers at the front office while checking-in. This will give them a feeling of joy.
- 2. Complimentary fruit basket may be placed in the room. This is very essential in order to be at par with Taj hotels as it is their standard practice.
- 3. The customers of the hotels of this group have stated discounts as a major area of their grievance. Therefore, it is suggested that discounts on food & beverages, conference facility and secretarial assistance may be given to regular customers for developing good relations and brand loyalty. These discounts may also go on to increase the sales volume resulting into increased profits.
- 4. One of the major grievances, the customers have reported with the hotels of this group is related to the allocation of a room of ones choice. This grievance can be abridged and the dissatisfaction of the customers may be reduced by having information in the database about their *preferred rooms* and *tables in the restaurant* and making committed efforts to provide the same, as far as possible.
- 5. The brand can be made more attractive and simultaneously customer dissatisfaction can also be reduced, if the hotels child play area, swings and baby sitter are provided by the hotels as there are good number of customers who come along with their children.

- 6. By knowing the facilities normally demanded by the customers, their f & b and liquor preferences the hotels can have a better insight into their behaviour which will be helpful in understanding and serving them better. The hotels may have to make more efforts in managing their database for covering these aspects.
- 7. The hotels have ignored the importance of their customers' life partner and at the same time a very important occasion of their life i.e., marriage anniversary. It is necessary for building good relations with their customers that they have the information about the marriage anniversary date of their customers and make it a point to wish them on this day by sending a greeting card. This gesture will give the customers a feeling of immense care and belongingness.
- 8. Greeting cards and small gifts are the means of expressing ones good feeling and wishes towards the other. They do not cost much but the pleasure they provide to the recipient is invaluable. The hotels of this group, by adopting the practice of sending greeting cards and small gifts on new year, festivals and some special occasions will be able to establish a bond of good relations with their customers.
- 9. The *special packages/discounts* being offered by these hotels, do not have a high degree of awareness amongst the customers which is evident form the fact that majority of them have shown their ignorance. Therefore, it will be in the interest of the hotels to communicate these packages/offers more effectively through mail, telephone, fax, etc. In addition, to increasing sales, such communication will also be helpful in maintaining relations with the customers.
- 10. Some of the hotels of this group have not fully understood the importance of customer satisfaction and are therefore, not conducting studies to measure satisfaction of customers. Secondly, in which ever hotel it is being conducted, the frequency of study is also not appropriate. It will be highly beneficial for such hotels of this group

if they conduct *customer satisfaction studies* on a *quarterly basis* and use them in a positive sense as a means to enhance their efficiency. This will also give the customers a feeling that they are a vital component of the hotel and will thus, help in developing loyalty towards the hotel.

- 11. The absence of ATMs is an issue of very high discontent amongst the customers of all the hotels of this group. Taking into consideration the infrastructural requirements and multiplicity of the ATM counters required, on account of existence of several banks, it is practically not feasible for hotels to have ATMs of all the banks in their premises. Therefore, it is suggested that hotels may make necessary efforts at the earliest to provide ATMs of at least two *national* as well as two *international* banks which are most popular amongst their customers.
- 12. Efforts are not being made by any of the hotels of this group to re- establish contact with the lost customers. It has been observed that sometimes, when lost customers are contacted, the communication results into customer recovery. Hence, it is hereby suggested that the hotels should interact with the lost customers my sending them Welcome back letters, special discount offers, greetings cards and phone calls by customer relation executive. This will not only increase the sales but shall also create good ties once again with the lost customers.
- 13. Every customer is different and therefore has different requirement. The hotel can develop better relations with its customers by dealing with them individually and responding to their special requirements. Hotels of this group are not doing so. Therefore, for improving customer satisfaction, relations and loyalty, it is suggested that hotels take care of the special requirements of their customers.
- 14. Although, the f & b services have been rated highly by the customers but it has also been indicated by a section of them that the quality of food & beverages does not

enhances their loyalty to the hotel. Therefore, it will be beneficial for the hotel to innovate some food & beverage specialty to satisfy customers' requirement in a better way.

- 15. Majority of the customers of these hotels have given a high rating to the pool, health club, coffee shop, restaurant, lounge, escalators/lifts, reservation system, ambience & décor and lawns & gardens. A sizable percentage of them have rated these as average, indicating in other words, that they is a scope for improvement in these areas. Hence, it is not inappropriate to suggest that hotels of this group may find the causes for this difference of opinion amongst the customers and take suitable course of action.
- 16. A time proven short cut method, for measuring the *customer satisfaction* and *loyalty* towards a specific organization, is to measure the degree of positive recommendations made by the existing customers, to the potential customers, in relation to their service provider. In the case of Oberoi hotels, majority of the customers i.e., 55% are not recommending their hotels to others. This does not imply that their satisfaction is low but most probably there is lack of loyalty toward the hotel which may be due to less emphasis on *Customer Relationship Management*. Therefore, it is recommended that the hotels of Oberoi group may make efforts for improving customer relations by adopting the suggestions given by the researcher in the preceding text.

Suggestions

for

TAJHOTELS

Taj group belongs to the most reputed business group of India – The TATAs, this name in India is synonymous with quality. There is no doubt about the professional skills of Taj management and staff. It is the biggest hotel chain in India and biggest representative of Indian hotel industry abroad. In the five star hotel industry in India Taj has the largest market share. The following suggestion which are being offered are in no way a reflection on the effectiveness and efficiency of Taj hotels but are a modest consequence of the research findings which may be beneficial to the hotels of this group in some or the other way.

- 1. On arrival at the hotel, while checking-in, customers may be welcomed with flowers at the front office. This will make them feel *happy* and *important*.
- 2. None of the Taj hotel is providing discounts on f & b services, conference facility and secretarial assistance, therefore, their customers have cited *discounts* as a major area of their grievance. Hence, it is hereby suggested that some *discounts* on *food* & beverages, conference facility and secretarial assistance may be given to the regular customers for reducing their grievances and improving relations and loyalty.
- 3. A good number of customers come to the hotels with their children resulting into some special requirements. The Taj hotels are providing toys and baby sitters but there is no exclusive child play area with swings, etc, installed. Lack of this facility is causing dissatisfaction amongst the customers accompanied by children. Therefore, it is recommended that an area may be developed to cater the demand of such customers.

- 4. All the Taj hotels are sending birthday cards to their customers. A good percentage of Taj hotels are also communicating with their customers frequently by sending marriage anniversary cards, new year cards and small gifts but this practice has not been adopted by all of them. Secondly, festival cards and any special occasion cards are not being sent to the customers. So, in this context, it is suggested that the practice of sending cards and gifts may be uniformly adopted by all the hotels. In addition to this, festival cards like Diwali greetings and special occasion cards like independence day greetings, hotel anniversary greetings, etc., may also be sent to the customers. Such kind of communication will help the hotel in maintaining a regular contact with their customers which will make them feel important and valued.
- 5. Majority of the Taj hotels customers' have shown their unawareness on the issue of special packages/discounts being offered by the hotels, whereas the same is being provided by all the hotels of Taj. This ignorance may be because of lack of proper communication related to the issue, so it is suggested that mailers, fax, telephone, etc., may be used effectively for propagating the information related to special packages/discounts.
- 6. One of the major grievances of customers of Taj hotels is related to the allotment of a room at their preferred location. Although, the hotels of this group give importance to this issue, but the grievance seems to be the result of high rate of bookings at Taj hotels. In this regard, it is suggested that the customers who feel quite strongly about this preference may be shifted in a room of their choice as soon as it falls vacant. The front office may be directed to be quite particular regarding this issue. Secondly, the

front office staff may also be directed to try their best to keep the preferred rooms of regular customers vacant as far as possible.

7. ATMs have become a very essential facility which the hotel customers look forward to. Nonexistence of this facility in the hotel causes dissatisfaction amongst the customers and the Taj customers are no exception to it since none of the Taj hotels are having this facility. Keeping in view the problems, related to the provision of this service it is suggested that hotels may make necessary efforts at the earliest to provide ATMs of at least two *national* as well as two *international* banks which are most popular amongst their customers.

Suggestions

for

WELCOM HOTELS

Welcome group of hotels is basically the diversified business of *India Tobacco Company*. This group is having a marketing and reservation agreement for some of its hotels with *Sheraton*. Welcome group of hotels has emerged as India's fastest growing hotel chain. Marketing is being practiced with a great degree of perfection in the hotels of Welcome group but inspite of this, there are certain areas where further improvements can be made, since perfection is unattainable.

The following suggestions are offered with the same spirit.

- 1. First impression is sometimes the last impression. If the Customers checking-in the hotel are welcomed with flowers their impression about the hotel will become positive immediately hence, this practice is suggested to all the hotels of Welcome.
- 2. A complimentary fruit basket does not cost much but speaks volumes about the importance and care the hotel extends to its customers. Therefore, all the hotels of Welcome may adopt the custom of placing a complimentary fruit basket in the rooms, containing seasonal fruits.
- 3. One of the major grievances the customers have reported with the hotels of Welcome group is related to discounts on *conference facility* and *secretarial assistance*. It is suggested that the hotel management may take steps to reduce this grievance by giving some discounts on these facilities as is being done with f & b services.
- 4. Due importance is not being given by Welcome hotels to the customers' locational choice of room and the tables preferred in the restaurant. This is indicated by the customer resentment, so it is suggested that care should be taken while allotting rooms. In case if a room of customer's choice is not available, the customer may be requested to understand the problem of the hotel management and bear till room of

his choice falls vacant. The same strategy may be adopted for accommodating the request of the customers related to preferred tables.

- 5. A good number of customers come to hotels with their children and will feel delighted if they find an area exclusively meant for children which is equipped with swings, etc., in the hotel premises. Sometimes the customers may require the facilities of a baby sitter while they are engaged in performing their jobs or attending parties etc. The Welcome hotels can improve their relations with customers by showing care for the ones whom they care most. So, it may be beneficial for Welcome hotels to add these facilities.
- 6. The Welcome hotels are not having sufficient information about their customers. Knowledge about the facilities different customers normally demand, their f & b and liquor preferences will help the hotel in serving them better. Therefore, it is suggested that the hotels of this group may have an appropriate customer database.
- 7. Communication with the customers on different occasions improves relations with them. Greeting Cards are an excellent means of communication. Presently, the emphasis of Welcome hotels is only on birthday and new year cards. It may be appropriate if the Welcome hotels in addition to this also communicate with their customers by sending cards on festivals like, Diwali, Holi, etc., and on special occasions like independence day, republic day, hotel anniversary, customer marriage anniversary, etc. Sending small gifts to the customers develops good feelings in their mind towards the hotels. Theses gifts may not necessarily be costly but if sent at least

once a year may work as good reminders and as a token of thanks to the customers for their loyalty. The same is suggested for practice by Welcome hotels.

- 8. All the Welcome hotels are offering special packages/discount to their customers. But the communication seems to be ineffective as is indicated by the ignorance of such offers by majority of the Welcome customers. It is hence suggested that the hotels may design their communication effectively and/or select the right media for communication with their customers.
- 9. Judging the satisfaction of customers is very vital for improving the overall performance of hotel. Customer satisfaction studies are conducted by hotels normally on a quarterly basis and the customer feedback form is a very important source of information for this purpose. Welcome hotels have not given due importance to the satisfaction studies which is evident from the fact that firstly, customer feedback form completion by customers is not ensured and secondly, studies are conducted on a half-yearly basis.
- 10. Some of the hotels of this group have not fully understood the importance of customer satisfaction and are therefore, not conducting studies to measure satisfaction of customers. Secondly, in which ever hotel it is being conducted, the frequency of study is also not appropriate. It will be highly beneficial for such hotels of this group if they conduct customer satisfaction studies on a quarterly basis and use them in a positive sense as a means to enhance their efficiency. This will also give the customers a feeling that they are a vital component of the hotel and will thus, help in developing loyalty towards the hotel. There is scope for Welcome hotels to improve

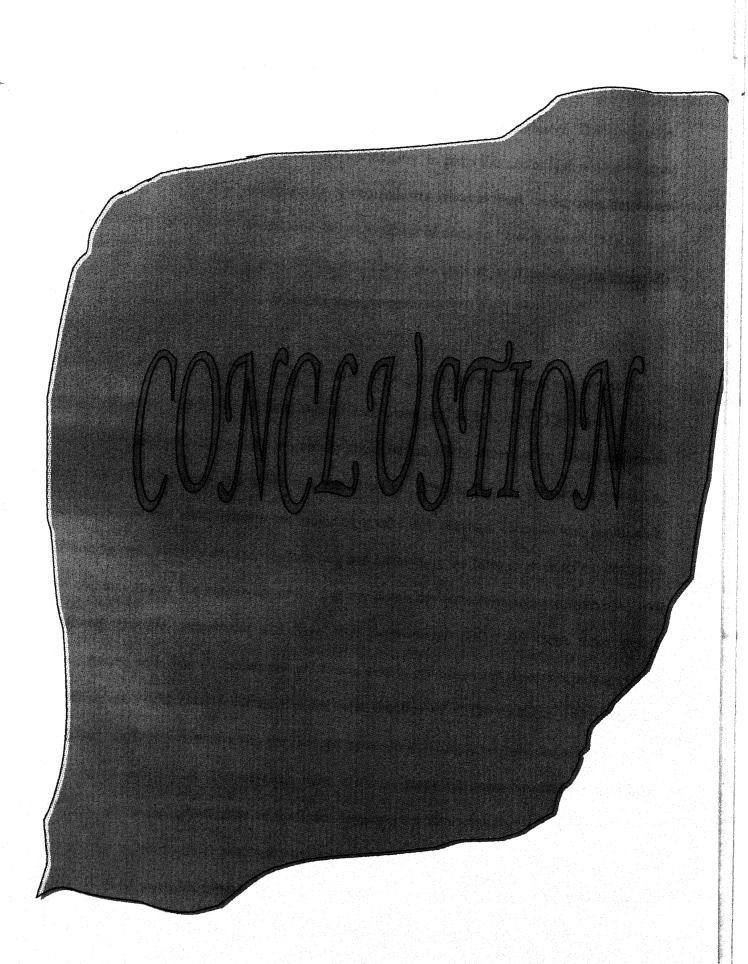
customer satisfaction and loyalty by adopting a system ensuring feedback form completion and by conducting satisfaction studies on a quarterly basis. These studies may highlight the areas where improvement can be made resulting into increased satisfaction and loyalty amongst the customers.

- 11. All the Welcome hotels make efforts to re-establish relations with their lost customers but this effort is limited to just sending greeting cards. welcome back letters, special discounts and phone calls by customer relation executives are also potent methods for recovery of lost customers and the same is suggested for adoption by Welcome hotels.
- 12. Welcome hotels banqueting facility, swimming pool, health club, coffee shop, restaurant, lounge, rooms/suites, shopping centres, escalators/lifts, reservation system, ambience & décor and lawns & gardens have been rated highly by majority of their customers. Inspite of this, a substantial percentage of them have rated these facilities, average. It is hereby recommended that an in-depth inquest be conducted and suitable action may be taken based on the findings. This may lead to greater satisfaction of a larger number of customers and positive word-of-mouth.
- 13. Customers coming to the hotels normally do not prefer to carry much cash with them.

 They use credit cards for paying hotel bills and bills of other establishments which accept payment through credit cards. Inspite of this, they require cash for meeting their other requirements and therefore they are quite interested in the facility of ATMs. The researcher appreciates the fact that it is not possible for hotels to have ATMs of numerous banks. On the other hand, taking into consideration the demand

for ATM and their non-availability at any of the Welcome hotels it is hereby suggested that hotels may make necessary efforts at the earliest to provide ATMs of at least two *national* as well as two *international* banks which are most popular amongst their customers.

14. Half of the existing customers of Welcome hotels are not recommending their hotels to other potential customers. This is not a good symptom and indicates low loyalty amongst the customers which may be an outcome of less emphasis on *customer relationship management*. Therefore, it is suggested that efforts may be made to develop a *total customer care* program.



CONCLUSION

The hospitality industry is one of the biggest sector of the service industry. The Hospitality sector occupies a prominent place in the service industry. In India this sector is in a stage of rapid expansion. Five star hotels are the cream of this industry wherein huge investments have been made by different business groups with the expectation of earning high dividends. Majority of the five star hotels are earning good profits which is an outcome of good management especially with an emphasis on customer relationship management.

In India, there is a tradition of treating the guest with a great degree of respect and honour as it is mentioned in the Vedas "Atithi Devo Bhava", i.e., Guest is similar to God. The Indian five star hotels have been practicing this philosophy even before CRM emerged in the management literature. The three groups of Indian five star hotels i.e., Oberoi, Taj and Welcome representing the Indian five star hotel industry are providing good f & b services, rooms/suites, health club, swimming pool, security system, conferencing and banqueting facilities in an excellent ambience and pleasant décor. The employees of the five star hotels are quite responsive, cooperative, well groomed, reliable, empathetic and have high professional skills. All these three groups communicate with their customers and offer them several privileges and discounts/packages. The provision of world class facilities blended with practice of CRM strategies offered by the excellent employees is supporting the five star hotels in building good relations with customers and earning their loyalty. Nevertheless, there is always scope for improvement in every sphere therefore additional efforts may be made for developing a total customer care program by the hotels. The Indian five star hotel industry is practicing Customer Relationship Management and therefore the hypothesis formulated - "The emphasis on CRM in Indian Five Star Hotels is quite high", for this research work has been proved to be cent percent correct.

It seems that the Indian five star hotel industry is zealously implementing the following words of the father of the Nation - Mahatma Gandhi, in this context:

- A customer is the most important person in any business.
- A customer is not dependent on us, we depend on him.
- A customer is not an interruption of our work; they are the purpose of it., A customer does a favour when he calls but we are not doing him a favor by serving him. In fact, he is doing us a favour by extending an opportunity to serve him.
- A customer is a part of our organisation, not an outsider.
- A customer is not a cold statistics. They are flesh and blood human being with feelings and emotions like our own.
- A customer is a person who brings us his wants. It is our jobs to fulfill those wants.
- A customer is deserving of the most courteous and attentive treatment we can give.
- A customer is the *life* and *blood* of this and every other business.

Annexure – A

QUESTIONNAIRE

City - State	**************************************
Name of the Respondent	: Mr.\Ms.
Designation	

Name of the Hotel

Please answer the following by stating Y (YES) or N (NO)

Do you provide road transport (on request), to the guests who books a room\suite,
from and to the Railway Station\Airport on payment basis?

Reply:

- 2. From the following what do you offer to the guests who checks in a room\suite:
 - (a) A Welcome drink (other than water)on their arrival:
 - (b) Flowers on their arrival:
 - (c) Complimentary Fruit basket in the room:
 - (d) Complimentary Newspaper:
 - (e) Complimentary Bed Tea:
 - (f) Guide on payment:
- 3. In your Hotel, a Customer is considered to be a regular one, who books
 - (a) Minimum 5 nights in a month:
 - (b) Minimum 7 nights in a month:

14.	Are steps taken to ensure that the customer feedback form is filled by all the customers before checking out?			
Reply				
15.	Do you conduct any studies to judge the satisfaction level of customers?			
Reply				
	If the reply is Yes, then how frequently are such studies under taken?			
	(a) Monthly	(b) Quarterly		
	(c) Half-Yearly	(d) Annually		
16.	Which of the following source(s) of in	formation is tapped for assessing the		
	satisfaction level of customers?			
	(a) Customer Feedback Form	(b) Front Office		
	(c) Customer Relation Executives	(d) Central Information System		
17.	The hotel addresses the problem\grievance	es\implement suggestions quoted by the		
	guests.			
	(a) As quickly as possible	(b) Before the next visit of the guest		
18.	The major grievances of majority of your of	sustomers are related to:		
	(a) Food & Beverages:	(b) House-Keeping		
	(c) Reservations:	(d) Bar		
	(e) Quality of Service:	(f) Service Personnel		
	(g) Facilities:	(h) Discounts:		
	(i) A T M Facility:			
19.	Do you make any efforts to re-establish the	ne relationship with those regular guests		
	who have stopped frequenting your hotel?			
Reply				
	If the reply is Yes, then which of the follo	wing activity is undertaken?		
	(a) Sending Greeting Cards:			
	(b) Offering Special Discounts and packages:			
	(c) Sending Welcome Back Letters:			

į,

20.	What does the hotel do to develop customer loyalty?			
	(a) Offers discounts:	(b) Communicate	es frequently:	
	(c) Takes care of special require	ments:	es frequently.	
	(d) Offers quality service:			
	(e) Provides personalized care:			
	(f) Sends gifts on different occasion	sions:		
	(g) Provide extra Amenities in the			
21.	What percentage of your existing	g customers recommer	ids your hotel to	othora?
	(a) Less than 20%	(b) 21% to 40%	ids your moter to	others?
	(c) 41% to 60%	(d) 61% and above	ve	
		(3) 0270 mia abo	•	
22.	Please provide the following info	ormation about 10 of y	our regular custo	mers?
S. No.	Name City	E-Mail I D	Tel. No.	Fax. No
1.				1 000. 110
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

(d) Phone Call by Customer Relations Executive:

4.	Do you provide any rebate to the regular customers on the following:
	(a) Room Tariff:
	(b) F & B Services:
	(c) Conference Facility:
	(d) Secretarial Assistance:
5.	Do you give importance to the locational choice of the room by the guests?
Reply	
6.	Do you reserve the preferred tables for the customers in the Restaurant, if
	requested in advance?
Reply	
7.	For the Children accompanying the guests, you have:
	(a) Child play area:
	(b) Swings:
	(c) Toys:
	(d) Gifts:
	(e) Baby Sitter:
,	
8.	Are the following conveniences available at the hotel:
	(a) Road maps:
	(b) Railway timetables:
	(c) Airline timetables:
	(d) ATM:
	(e) Credit card acceptance:
	(f) Money conversion:
	(g) Shopping facilities:
	(h) Beauty Parlour:
	(i) Health Club\Gym:
	(j) Massage Parlour:
	(k) Mobile phone recharge points:

	(c) Purpose of visit:
	(d) Birthday of the Customer:
	(e) Marriage Anniversary Date:
	(f) Name of the Spouse:
	(g) Preferred room:
	(h) Preferred Table in the Restaurant:
	(i) Facilities normally demanded:
	(j) F & B Preferences:
	(k) Liquor Preferences:
10.	Your Customer database is stored in:
	(a) Computer (b) Computer & Paper files
11.	Do you help the customers:
	(a) In making their schedule or itinerary:
	(b) By providing road transport (on payment) for local traveling:
	(c) By providing computer on demand:
12.	From the following what do you send to the regular customers:
	(a) Birthday Card:
	(b) Marriage anniversary Card:
	(c) Festival Cards:
	(d) New-year Card:
	(e) Some special occasion Greeting Cards:
	(f) Small Gifts:
13.	Do you offer to your regular customers some special packages\discounts to
	celebrate different occasions, (like birthday, new year eve, anniversary, festivals)
	in your hotel?
Rep	
p	[16] 이 보는 경기 이 교통으로 교회 교회 전환 보고 있다고 있는 것 같은 그런 그를 보고 있는 것이 되는 것으로 되었다. 그는 것 같은 그는 것은 사람들은 것 같은 것을 보고 있는 것들을 가는 것을 보고 있는 것을 보고 있다.
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Your Database of Customers (who check in) has the following information:

9.

(a) Age of the Customer:

(b) Occupation Details:

<u> Annexure – B</u>

QUESTIONNAIRE

Name.

: Mr./Ms.

Regular customer of Hotel

Please answer the following by stating Y (YES) or N (NO) or C (CAN'T SAY)

1. Does the hotel provide transport facility (on request) from and to the Railway Station\Airport to it's customers on payment basis?

Reply:

- 2. Does the hotel offer you:
 - (a) A Welcome drink (other than water) on arrival:
 - (b) Flowers on arrival:
 - (c) Complimentary fruit basket in the room:
 - (d) Complimentary newspaper:
 - (e) Complimentary Bed Tea:
 - (f) Guide (on request):
- 3. Do you get any rebate being a regular customer, on the following:
 - (a) Room Tariff:
 - (b) F & B Services:
 - (c) Conference Facility:
 - (d) Secretarial Assistance:

4.	Does the hotel management generally takes care of your choice regarding the
	location of room?
Reply:	
5.	Does the hotel reserve the preferred table for you in the Restaurant (if informed in
	advance)?
Reply:	
6.	Does the hotel have the following facilities for the children accompanying you?
	(a) Child play area:
	(b) Swings:
	(c) Toys:
	(d) Gifts:
	(e) Baby Sitters:
7	Are the following conveniences available at the hotel:
	(a) Road maps:
	(b) Railway timetables:
	(c) Airline timetables:
	(d) ATM:
	(e) Credit card acceptance:
	(f) Money conversion:
	(g) Shopping facilities:
	(h) Beauty Parlour:
	(i) Health Club\Gym:
	(j) Massage Parlour:
8.	Do you think that the hotel management has the following information about you:
	(a) Age:
	(b) Occupational Details:

		(c) Purpose of visit:
		(d) Birthday:
		(e) Marriage Anniversary:
		(f) Name of your Spouse:
		(g) Preferred room:
		(h) Preferred table in the Restaurant:
		(i) Facilities normally demanded:
•		(j) F & B Preferences:
		(k) Liquor Preferences:
	9	Does the hotel staff help you?
		(a) In making your schedule or itinerary:
		(b) By providing road transport (on payment) for local traveling:
		(c) By providing computer on demand:
	11	. Do you receive the following from this hotel?
		(a) Birthday Card:
		(b) Marriage anniversary Card:
		(c) Festival Cards:
		(a) New-year Card:
		(b) Some special occasion Greeting Cards :
		(c) Small Gifts:
		가는 사람들이 되는 것이 되었다. 그들은 이 경기에 가장 하고 있다. 그는 것이 함께 되었다. 그는 것이 가장 하는 것이 되었다. 그렇게 하는 것이 없는 것이 되었다. 그 것이 하는 것이 되었다. 그는 것이 되었다. 그는 것이 되었다. 그 것이 되었다. 그는 것이 되었다. 그런 것이 되었다. 그 것이 되었다. 그런 것이 되었다. 그런 것이 되었다. 그런 것이 되었다.
	12.	Does this hotel offer you some special packages\discounts to celebrate different
		occasions, (like birthday, New Year eve, anniversary, festivals, etc) in the hotel?
	Reply:	in the notel?
	13.	Does the hotel ensure that customer feedback form is filled by you during every
		visit?
	Reply:	으로 보고 있는 사람들은 경기 경기에 들었다. 그 보고 있는 것이 되고 있는 것이 되고 있는 것이 되었다. 19 - 19 - 19 - 19 : 19 : 19 : 19 : 19 :
	* *	그리는 그 이번 이 집에 되는 사람들이 살아 살아 그렇게 하지 않아야 한다.

14.	Have you come across any study cond	ducted by the hotel to measure the
	satisfaction level of customers?	
Reply:	:	
•		
15.	How much time does the hotel take	to address problems and implement
	suggestions mentioned by you in the feedba	ack form or otherwise?
	(a) Immediately if possible:	
	(b) Before the next visit:	
16.	Are you satisfied with the steps taken by the	ne hotel to redress the problem stated by
	you?	
Reply:		
17.	The major grievances you have, with the h	otel, are related to:
	(a) Food & Beverages:	(b) House-Keeping
	(c) Reservations:	(d) Bar
	(e) Quality of Service:	(f) Service Personnel
	(g) Facilities:	(h) Discounts:
	(i) A T M Facility	
	(4)	
18.	What does the hotel do to make you it's lo	oyal customer?
	(a) Offers discounts: (b) (Communicates frequently:
	(c) Takes care of your special requirement	
	(d) Offers quality service:	
	(e) Provides personalized care:	
	(f) Sends gifts on different occasions:	
	(g) Extra Amenities in Room:	
	(B) Divid I midmidd m 100m.	
19.	Please rate the following of the hotel:	
	The state of the s	

Stating G (Good), A (Average), P (Poor)

	(a) Hotel Employees:	(b) Conference Facilities:
	(c) Banqueting:	(d) Swimming Pool:
	(e) Health Club\Gym:	(f) Coffee Shop:
	(g) Restaurant:	(h) Bar
	(i) F & B Services	(j) Lounge
	(k) Room\Suite	(l) Discotheque
	(m) Beauty Parlour	(n) Shopping Center
	(o) Escalators\Lifts	(p) Reservation System
	(q) Billing System	(r) Security System
	(s) Ambience & Décor	(t) Lawns & Gardens
22.	Please, rate the hotel employees on the	e following dimensions:
Stating G (Good), A (Average), and P (Poor		
	(a) Responsiveness:	(b) Cooperation:
	(c) Professional Skills:	(d) Reliability:
	(e) Empathy:	(f) Dress:
	(g) Personal Grooming:	
23.	Please describe your satisfaction with	the following:
	Stating H (High), A (A	Average), and L (Low)
	(a) Services:	(b) Facilities:
	(c) Discounts:	(d) Employees:
	(e) Systems:	
24.	Do you recommend this hotel to othe	rs:
D		

Reply:

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